

Columbia  
University

ADMINISTRATIVE FILE  
Columbia University  
X Klara, Karl  
X Invitation

October 20, 1964

Mr. Karl Klara  
211 Furnald Hall  
Columbia University  
New York, New York, 10027

Dear Mr. Klara:

Thank you for your letter of October 17, 1964. I am sorry that I cannot at this time make a definite commitment for either of the dates you mention. I shall certainly be glad to keep it in mind and hope to have the privilege of speaking to your group at some time in the near future.

Very truly yours,

James R. Hoffa  
General President

JRH/alb

211 Furnald Hall  
Columbia University  
New York 10027

October 17, 1964.

Mr James R. Hoffa  
General President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, NW  
Washington 1, D.C.

Dear President Hoffa:

I am writing in answer to your letter of September 29. We were indeed sorry that you were unable to address the student body at this time.

My group, Action, the Columbia College Student Political Party, would always be grateful for the opportunity to present a speaker such as yourself. We feel that the students would be anxious to have information that they might not obtain through the regular news media.

We would be grateful if you could address us at some time in the future, a time of your convenience. We have been able to reserve the university theatre for the dates of November 13, and January 8. However, should you be unavailable on those dates, and should you be able to make an address on another date, I would appreciate it very much if you would contact me. I am confident that I can arrange for the use of the theatre. (The only times that it would not be possible to present such an address would be, of course, during examination periods: the first two weeks of November, the last two weeks of January and the first week of February, the second and third weeks of March, and the last two weeks of May.)

We would be very grateful if you would give serious consideration to the possibility of addressing the Columbia students.

Respectfully,  
Karl Klare  
Karl Klare

ADMINISTRATIVE FILE

Columbia University  
X Klare Karl  
X Cloughland

September 29, 1964

Mr. Karl Klare  
211 Furnald Hall  
Columbia University  
New York, New York, 10027

Dear Mr. Klare:

It is with sincere regret that I must decline your kind invitation of September 19, 1964, to address the Columbia University students on Friday evening, October 16, 1964.

I greatly appreciate your seeking me and hope that at some time in the future you will again extend such an invitation to me.

Very truly yours,

James R. Hoffa  
General President

JRH/alb

WTJRH  
No  
-111

# ACTION

Columbia College Student Political Party

PETER BURSTEDT, '65  
Chairman

ROBERT SPISER, '65  
Vice-Chairman

DAVID LANGSAM, '67  
Secretary

JOHN AKULA, '66  
Treasurer

211 Furnald Hall  
Columbia University  
New York 10027

September 19, 1964

James R. Hoffa  
General President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear President Hoffa:

I have been delegated by this organization to invite you to accept our invitation to address Columbia University students on Friday evening, October 16, 1964.

Action is a non-partisan campus political organization of a liberal orientation. We regularly present speakers on subjects of current interest and importance. These meetings are held on campus in the University Theatre which seats about 1200 people. We believe that Columbia students would be anxious to hear directly from you on any subject you may choose to discuss, and Action would be grateful for the opportunity to bring our fellow students information which they rarely obtain through the press and other news media.

May we have your reply as quickly as possible, and would you please give serious consideration to this invitation.

Respectfully,  
Karl Klare  
Karl Klare

cc: Mr. Sid Zagri



ADMINISTRATIVE FILE  
*Columbia University*  
X  
X

September 29, 1964

Dean Edward W. Barrett  
Graduate School of Journalism  
Columbia University  
New York, New York 10027

Dear Dean Barrett:

Mr. Hoffa was most pleased to receive your letter of September 21, 1964 and asked this department to reply for him.

There is such a massive array of material available with which to answer your question that it is difficult to decide where to begin. I have therefore selected a few outstanding examples of misrepresentations, distortions, and suppressions by news and associated media that should at least provide a beginning for study.

First, I believe it necessary to note that 3 or 4 years ago an association of editors listed James R. Hoffa as the most "controversial" news personality in the United States -- ahead of Eleanor Roosevelt, Martin Luther King, Frank Sinatra, and all the rest. This seemed a strange selection in view of the fact that controversy implies disputatious views on Hoffa as a labor leader. Yet, it is singularly impossible to find any pro-Hoffa material in newspapers, radio, television, magazines, columns, or whatever.

Enclosed for your consideration are several pieces to support Mr. Hoffa's expressed opinion of news media and their policies.

First is a story that appeared in the June, 1959, issue of The International Teamster magazine. It relates the accurate events of late May, 1959, which first were responsible for emblazoning Hoffa across the journalistic sky as some kind of union ogre that all good Americans must fear and reject. This was the occasion when Hoffa addressed a meeting in Brownsville, Texas, and later was quoted as threatening a nationwide strike of trucking. The point here is that a study of the Brownsville paper stories and the chronology of UP and AP filings will reveal the misrepresentation and distortion.

Next is a story from the November, 1962, issue of The International Teamster. It describes the method in which an editorial feature service has purveyed anti-Hoffa material. This in itself is not uncommon. Nor is it so objectionable as the answers given by editors in reply to our question about the source of their editorials. Many of the editors exposed themselves as dishonest and completely devoid of ethics -- which, thoroughly recognized and understood by anxious reporters working on those dailies, could only be reflected in the news columns. But this complaint concerns the editorials only.

Speaking further on the subject of editorials, I would defy any student to locate one pro-Hoffa editorial disseminated by the Scripps-Howard chain in the past 7 years. This chain, which has approximately 6,000,000 subscribers to nearly a score of newspapers, has circulated more than 60 individual editorials against Hoffa -- many of them vicious in approach, misleading in fact, defamatory, and often crude in the simplest of logic. It is not inaccurate to say that Scripps-Howard has circulated billions of anti-Hoffa words in its editorial columns. This is not controversy or even good newspapering. Instead, it is a mirror of vested advertising interest bordering on morbid obsequiousness.

I have never seen a pro-Hoffa cartoon in the more than 100 daily newspapers that publish in major cities. Without exception, they have been vividly anti-Hoffa cartoons.

Enclosed is a reproduction of a letter from Ralph C. and Estelle James that was printed in the December 7, 1963, issue of the Providence (R.I.) Journal. It is a clear case of a newspaper deleting one important word to alter a reprinted (?) story, no less, to the detriment of Hoffa. I'm sure the Journal recognized the seriousness of its error when it discovered that Mr. and Mrs. James were preparing a most thorough book on Hoffa and so published the letter -- perhaps in a mood of retraction to stave off a libel suit.

Columnists, of course, are such is the position of fleas on newspaperdom's dog. But some of them cause irreparable damage and one that bears review is John Herling. He (and the newspapers that publish him) habitually distorts any news and/or views of Hoffa. The most recent occurred shortly after the latest Teamster General Executive Board meeting where the vice presidents expressed a desire to stick by Hoffa in his legal troubles. Herling reported that Hoffa had asked for a vote of confidence. This was untrue. Hoffa asked for nothing.

Magazines understandably inject policy into their columns. But for the readers who believe magazine innuendos that they are accurate news publications, this is a disservice to all and sometimes harmful to an individual. Enclosed is a story from The International Teamster of December, 1963, in which U.S. News and World Report is quoted at some length and then rebutted. The commercial publication article illustrated either complete ignorance of the subject with which it was dealing -- the Teamster National Freight Agreement -- or it was clearly trying to deceive the reader in an attempt to downgrade Hoffa and further identify him as a national danger. It is hard to believe that U.S. News and World Report editors are truly that uninformed. I might add that the U.S. News and World Report story followed daily newspaper emphasis about the National Freight Agreement's cost to employers and either deemphasized or overlooked the contract benefits for 450,000 unionists -- all of them Americans and newspaper readers.

Another magazine distortion of recent vintage involved LIFE magazine which represents itself as a photo news publication. Enclosed is a story from the August, 1964, issue of The International Teamster magazine which related how Attorney General Robert Kennedy conspired with the aid of Sam Baron, then an employee of the International Teamsters Union, to blacken Hoffa's name further with the help of LIFE immediately before Hoffa went on trial in Nashville, Tenn. The significance here is one of suppression. Neither wire service, of which both Washington bureaus receive copies of the Teamster magazine as do all major dailies, picked up the story which would be a natural news sensation.

Not so long ago, Playboy magazine ran a lengthy article on Hoffa. But before it did so, a Playboy editor phoned our office and wanted us to sign a "release" -- common in connection with advertising but uncommon in news or feature work. We refused to sign the release. In the ensuing discussion, the Playboy editor explained his desire for a signed "release" was to avoid any libel action! Our reply was that if Playboy printed an honest story it would not need to worry about libel. Needless to say, the Playboy story rehashed much of the anti-Hoffa material printed by newspapers through the years along with some new slants to exhibit Hoffa as some kind of clod with a gutter origin. The point here is that of a prestige magazine catering to a public which an editor believed was thoroughly educated on an anti-Hoffa news media diet.

Broadcast situations are more difficult to illustrate. But 2 good cases come to mind, which, I believe, can be illuminated by an enterprising student. One was the TV special produced by David Brinkley on April 1, 1963. Here was a case where Brinkley, offended because, he said, Hoffa had called him a "jerk" -- proved that he was. Brinkley had several hours' worth of good tape on Hoffa and his activities. But apparently in Brinkley's mind it was more important to show a quarter hour of beer drinking, etc., in one raucus union election at 1 of more than 850 Teamster local unions, than to show a most revealing portrait of Hoffa as a man and his views as a labor leader concerned with the terrible plight of Americans today who are forced to live on beans and potato soup; this was before poverty became a popular feature item on the publishing scene. A viewing of Brinkley's unused Hoffa tape would show, I think, a deliberate case of broadcast distortion or else a lack of sympathy for the problems of people.

On radio, there are innumerable broadcasts by commentators where -- because of time limitations and lack of knowledge on the subject of Hoffa, the Teamsters, and trade unionism -- there have been distortions and deletions of material complimentary to Hoffa. But it is on the open-end "discussion" shows where Hoffa has suffered the most in recent months. A prime example was a recent broadcast of the Barry Gray show in New York City where Furry McShane, former FBI man and one-time Teamster monitor, along with Murray Beron, a brother of Jim Beron and almost hysterically anti-Hoffa, ran roughshod over the Teamsters Union president. Had there been a third party present on this "informative" program to challenge some of the astounding, disingenuous and prejudiced statements of McShane and Beron, it would indeed have been a different show.

These are but a few of the examples which can be produced. They come immediately to mind. Others would require more extensive research. Let me add simply that a graduate student with the time and the files to work could find innumerable instances of misrepresentations, deletions, and distortions of Hoffa in the news columns. Here again, we understand that time and knowledge limitations often rule out accurate news coverage of an event concerning Hoffa or any other news figure.

As a former working newspaperman and editor with considerable experience in interview situations, however, I must take a moment to describe Mr. Hoffa as one of the most cooperative news conference subjects I have ever seen. Nearly always, I'd aura, he has felt that he has a message for the public and so makes every effort to spell it out carefully and thoughtfully for the working press. But often some ambitious newsmen exceeds the bounds of propriety -- as when the fellow in Chicago asked Hoffa whether he was prepared to go to jail -- that the interview session becomes a contest. The next day, Hoffa finds himself clobbered by a distortion or learns that the guts of his remarks were never mentioned at all. He finds himself described as surly when he replies to the Chicago question -- "Mind your own business." This must be a tremendous personal discouragement to him and more than once he has rebelled, yes, and in nice language described newspapers and broadcasting for what they are -- a description with which any experienced, thoughtful reporter, editor, or publisher cannot really disagree.

Too often, our office has had to field inquiries from newspapermen who are trying to substantiate stories written about Hoffa -- unattractive stories originating in rumor or supposition, the so-called "think" pieces. In every case, they are stories placing Hoffa in a bad light with respect to the public, employers, union business, or the Teamster membership. Invariably we challenge their source and the inquiry dries up and blows away. On the other hand, we never get inquiries that would tend to lead toward any story flattering Hoffa.

No, Mr. Hoffa disagrees with the hanky-panky that news media operate in an aura of public service. He has seen too much firsthand evidence to the contrary. But almost as though he believes in a journalistic Santa Claus, Hoffa doesn't give up trying to fulfill his responsibilities to the news in as considerate a manner as possible.

I hope this material will aid you at least as a starter in your investigation. Thank you again for your interest and please accept our congratulations and gratitude: You are the first to ask the question you have raised.

Very truly yours,

H. J. Hicks, Assistant  
Office of Publications  
& Public Relations

HJH:eg  
enclosures

cc: J.R. Harding

Columbia University in the City of New York | New York, N.Y. 10027

GRADUATE SCHOOL OF JOURNALISM  
Office of the Dean

Journalism Building

September 21, 1964

Mr. James M. Hoffa  
President  
Teamster's Union  
Washington, D. C.

Dear Mr. Hoffa:

You were quoted recently, I believe, as believing that there have been misrepresentations and distortion with regard to you in newspapers and broadcasting. This is to seek additional information on such matters.

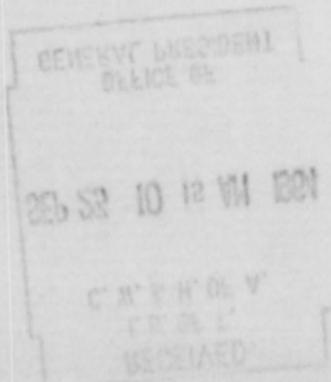
The Columbia Journalism Review is making a serious effort to round up cases of real or alleged misrepresentations, distortions, imbalance or suppression in all media of public information; to investigate them as impartially as possible; and to report on them. The enclosed reprint from our issue of three years ago will give you an indication of what we are attempting to do -- but in today's context.

It will be greatly appreciated if you or your colleagues will give us specific details on any press reports or broadcasts that you consider worthy of such study.

Sincerely,

Edward W. Barrett  
Dean

ewb/jn



# COLUMBIA JOURNALISM REVIEW

Fall, 1961

PILOT ISSUE

WHY  
A REVIEW  
OF  
JOURNALISM?

## IN THIS ISSUE:

- Campaign coverage in retrospect—and in the future
- Newspaper "sacred cows"—a sampling
- Comment on magazines, broadcasting, news agencies

## WHY A REVIEW OF JOURNALISM?

What journalism needs, it has been said time and again, is more and better criticism. There have been abundant proposals for professional study panels, for institutes with squads of researchers, for critical journals.

Columbia University's Graduate School of Journalism has decided to attempt such a journal. Two considerations brought about the decision: First, the need, magnified in a critical era like this, for some effort to assess the performance of journalism in all its forums, to call attention to its shortcomings and its strengths, and to help define—or redefine—standards of honest, responsible service. Second, the obligation that falls on a serious professional school—a graduate institution, national in character—to help stimulate continuing improvement in its profession and to speak out for what it considers right, fair, and decent.

Columbia's Faculty of Journalism cannot pretend to Olympian qualifications. It does combine the detachment needed to be reasonably impartial with the professional experience needed to sense what is possible and what is not. It can also draw upon the vast experience of its part-time teaching staff and its alumni, as well as upon the growing number of alert, inquiring minds within journalism and informed critics from outside.

All the proposals for organized criticism—whatever their intent or merit—point to one conclusion: that there exists, in and out of the profession, a widespread uneasiness about the state of journalism. The School shares this uneasiness, not over any supposed deterioration but over the probability that journalism is not yet a match for the complications of our age. It believes that the urgent arguments for a critical journal far outweigh the hazards.

In launching this experiment, the School has set for the *Review* these goals:

- ¶ To deal forthrightly with what it finds to be deficient or irresponsible and to salute what it finds to be responsible, fair, and professional.
- ¶ To discuss all the means that carry news to the public, thus viewing the field whole, without the customary partitions.

- ¶ To provide a meeting ground for thoughtful discussion of journalism, both by its practitioners and by observers, to encourage debate, and to provide ample space for dissent.

- ¶ To attempt systematic studies of major problems in journalism, drawing not only upon published sources but upon new research and upon correspondents here and abroad, including many of the School's alumni active in the profession.

- ¶ To recognize that others (like *Newsweek*, *Journalism Quarterly*, the *Saturday Review* and, in some ways, trade publications like *Editor & Publisher* and *Broadcasting*) have been doing part of the job and to acknowledge their work in the *Review's* pages.

As a division of a large private university and as an institution that has meddled between the academic world and journalism for nearly fifty years, the School is committed to no single interest beyond its belief in good journalism and graduate education for journalism. The School has tried to prepare more than 6,000 graduates for careers in journalism. Now it believes it is time to try to assess the field they have entered.

No single issue of this publication will satisfy all the editors' standards—least of all this first pilot effort. But the *Review* will try to emulate all sincere journalists by coming as near the whole truth as possible.

# CAMPAIGN COVERAGE

## An appraisal of 1960—and implications for 1964

How fair were newspapers in the 1960 campaign? The *Review* takes a comprehensive look at the available evidence on important questions involving standards of performance.

This staff report was compiled from the dispatches of *Review* correspondents in twenty-five major metropolitan areas and from research by graduate journalism students at Columbia. Special research was done by A. Raymond Cochran, Gary Gilson, Charles E. Pepper, and Mrs. Ruth K. Franklin.

About a year ago, the Presidential campaign of 1960 got under way in earnest. In the months that followed, American journalism and journalists underwent one of their most arduous exercises in years.

Each phase of the campaign was sprinkled with obstacles. The tactics of the candidates, the elusiveness of the issues, the indecisiveness of both the polls and the voting defied efforts of editors and reporters to present the campaign rationally.

By now, the campaign and its consequences have receded sufficiently into the past to permit a retrospective summary of the campaign's coverage: What did journalism do well? What could it have done better? What improvements can it make in 1962 and 1964? Finally, how provable were the accusations made against reporters and editors after the campaign?

In an effort to find answers, this publication has undertaken a study of available evidence—the reports of its correspondents in major metropolitan areas, the great volume of analysis and comment published during and after the campaign, and the raw material in newspaper files. The study was advisedly concentrated on daily newspapers and the wire services; broadcast and periodical journalism require separate studies.

The *Review* found several major points of dispute over newspaper coverage of the campaign. They included:

**The religious issue.** As a journalistic debate, the argument ran roughly from March to September, 1960. Newspapers, at first accused of keeping the issue alive through too-intensive research, managed to avoid trouble in the late stages of the campaign.

**The one-party press.** Partly because Democrats have learned to disregard Republicanism on the editorial pages, partly because there was less support of the Republican candidates than in the recent past, this issue never went far beyond mild comment—a contrast with the elections from 1936 through 1956.

**Partisanship in news display.** Comment on this point declined, too. In contrast with stiff charges made in 1952, there was a feeling that most newspapers had learned how to choose the news with an even hand.

**Biased reporting.** This became the bitterest journalistic issue of 1960. Critics charged that certain correspondents covering the campaign had become so committed politically and so entangled personally that they produced copy favoring one candidate (Kennedy) and hurting the other. Some accusers blamed unfair coverage for Nixon's defeat.

**Confusion of election results.** Newspapers had a shakky time during the vote-counting. Readers expected them to tell who won the game before the scoring was done, and newspapers tried to accommodate.

The *Review* investigated each of these issues. Several, it found, could be disposed of very briefly; others

Columbia Journalism Review

## CAMPAIGN

required extended reports. Some pointed to definite conclusions; others proved almost impossible to discuss definitively. The pages that follow contain the *Review's* findings.

### The muted religious issue

For months, it appeared that religion—Senator Kennedy's religion—might be the noisiest issue of the campaign. In April, when Senators Kennedy and Humphrey were battling in Wisconsin, Theodore White, in the *Saturday Evening Post*, accused news media of writing excellent copy that nonetheless intensified religious issues. "Truthful reporting and wisdom," he wrote, "are not always synonymous."

The same type of criticism arose again following the famous church-and-state meeting in Washington on September 7. Dr. Norman Vincent Peale, embarrassed, said that newspapers had magnified the intent of the meeting and his role in it. Others agreed: the California newspaperman quoted in *Editor & Publisher* who accused the newspapers of creating a "shameful holocaust"; State Senator Walter J. Mahoney, Republican of New York, who said that reporting of bigotry helped "to keep the issue alive."

But before the end of September, religion as a subject of newspaper copy began to fade. John J. Powers of the *South Bend Tribune* took the trouble in mid-September to check the lineage on religion in ten newspapers. He found the religious issue running "a poor tenth" to all the other issues of the campaign. The reaction against the type of ethnic-religious reporting that characterized the Wisconsin primary may have helped, in fact, to smother desirable local reporting of the issue. One California editor, Howard H. Hays of the *Riverside Press-Enterprise*, lamented that he did not "measure the effect of the religious issue right here in my own back yard—and do it early."

Although it appeared likely that daily newspapers did not misuse the religious issue, this publication asked its correspondents to check on the one big religious story of the later campaign period. It broke October 22: "Puerto Rican Catholics Told How Not to Vote." Conceivably, unscrupulous editing could have inflated or distorted the bishops' letter.

Such was not the case. Unanimously, the correspondents reported adequate but restrained handling. In addition, a day-by-day check of fourteen large dailies in ten cities—nine of them supporting Nixon—revealed no differences in coverage that paralleled political alignment. Nor did any of the papers studied treat the Puerto Rican story as anything but subsid-

iary news—except in Puerto Rico itself, where an editor won a Pulitzer prize for his editorials on the subject. Newspapers apparently left all religious agitation to the hate sheets. In fact, some—like the *New York Herald Tribune*—did outstanding work in exposing scurrilous direct-mail operations. On this point, daily newspapers receive a clean bill of health.

### A no-party press?

Quadrennially, the Republicanism of the majority of American editorial pages has become a part of the debate in Presidential campaigns. New Dealers like Harold Ickes used to argue that the press should stop backing Republicans and get in step with the voters. Publishers replied that the press had to stand for what publishers thought was right, regardless of party.

It may be a mark of narrowing differences between the parties or of a softening of traditional conservatism that the issue of the "one-party press" hardly came up in 1960. One reason was a small but significant shift in editorial endorsements. The *Editor & Publisher* poll revealed several interesting trends: Vice President Nixon received the support of fewer newspapers (57.7 per cent) than any Republican candidate since Herbert Hoover. Senator Kennedy's support (16.4 per cent) was the largest given any Democratic candidate since the wartime election of 1944. Most important, the number of uncommitted newspapers rose again—to 328, or more than a quarter of the newspapers responding to the poll.

Does this pattern mean that newspapers are slowly adopting new attitudes toward endorsements? One Florida editor, burned in the state's primaries last May, announced in *The Masthead*, published by the National Conference of Editorial Writers: "I think we will require clear-cut issues—major ones—before we attempt to throw our weight for or against any candidate. If it's just a case of a pretty good man against a good man, or of 'the least worst' in a field, I think we'll stay quiet." (Eventually, his paper endorsed Nixon.)

The waning of partisan commitment was apparent in the tone of many editorials of endorsement, notably the half-laurel with which *The New York Times* crowned Kennedy.

Not all newspapers approached their endorsements with circumspection, of course. "Kennedy Won't Do," wrote *The Daily Oklahoman* of Oklahoma City. New York's *Daily News* warned that Kennedy's election would bring "fuzz-brains" to Washington. The last few days before the election produced a number of

*Columbia Journalism Review*

# CAMPAIGN COVERAGE

## An appraisal of 1960— and implications for 1964

How fair were newspapers in the 1960 campaign? The *Review* takes a comprehensive look at the available evidence on important questions involving standards of performance.

This staff report was compiled from the dispatches of *Review* correspondents in twenty-five major metropolitan areas and from research by graduate journalism students at Columbia. Special research was done by A. Raymond Cochran, Gary Gilson, Charles E. Pepper, and Mrs. Ruth K. Franklin.

About a year ago, the Presidential campaign of 1960 got under way in earnest. In the months that followed, American journalism and journalists underwent one of their most arduous exercises in years.

Each phase of the campaign was sprinkled with obstacles. The tactics of the candidates, the elusiveness of the issues, the indecisiveness of both the polls and the voting defied efforts of editors and reporters to present the campaign rationally.

By now, the campaign and its consequences have receded sufficiently into the past to permit a retrospective summary of the campaign's coverage: What did journalism do well? What could it have done better? What improvements can it make in 1962 and 1964? Finally, how provable were the accusations made against reporters and editors after the campaign?

In an effort to find answers, this publication has undertaken a study of available evidence—the reports of its correspondents in major metropolitan areas, the great volume of analysis and comment published during and after the campaign, and the raw material in newspaper files. The study was advisedly concentrated on daily newspapers and the wire services; broadcast and periodical journalism require separate studies. The *Review* found several major points of dispute over newspaper coverage of the campaign. They included:

**The religious issue.** As a journalistic debate, the argument ran roughly from March to September, 1960. Newspapers, at first accused of keeping the issue alive through too-intensive research, managed to avoid trouble in the late stages of the campaign.

**The one-party press.** Partly because Democrats have learned to disregard Republicanism on the editorial pages, partly because there was less support of the Republican candidates than in the recent past, this issue never went far beyond mild comment—a contrast with the elections from 1936 through 1956.

**Partiality in news display.** Comment on this point declined, too. In contrast with stiff charges made in 1952, there was a feeling that most newspapers had learned how to choose the news with an even hand.

**Biased reporting.** This became the bitterest journalistic issue of 1960. Critics charged that certain correspondents covering the campaign had become so committed politically and so entangled personally that they produced copy favoring one candidate (Kennedy) and hurting the other. Some accusers blamed unfair coverage for Nixon's defeat.

**Confusion of election results.** Newspapers had a shakily time during the vote-counting. Readers expected them to tell who won the game before the scoring was done, and newspapers tried to accommodate

The *Review* investigated each of these issues. Several, it found, could be disposed of very briefly; others

Columbia Journalism Review

## CAMPAIGN

front page efforts, of which an outstanding example was signed by Eugene C. Pulliam in *The Indianapolis Star* and other newspapers. Under the headline, "Why We Oppose Kennedy," he wrote that he found Kennedy completely unqualified.

"But thank God," wrote Mr. Pulliam, "the sound, sober judgment of the American people stands in the way of the Kennedy clan's ambitions."

The *Los Angeles Times*, in a similar vein, published "Are You a Thinking American?"—a front-page effort that suggested that nobody in his right mind could fail to support Nixon.

On the Democratic side, a number of papers continued to find Nixon distasteful, although the harshest criticism of Nixon came from syndicated columnists like Walter Lippmann. Republican newspapers, as one editor observed, simply "gritted their teeth" and continued to run the columns that ran counter to their editorial policies.

As in years before, editorial support again failed to show any demonstrable relationship to the vote. In total circulation, Nixon received his biggest blocks of newspaper support in New York, which he lost; California, which he won; and Illinois, which he lost.

Kennedy's biggest blocks of circulation were in New

York, which he won; Georgia, which he won; and Pennsylvania, which he won. In both Pennsylvania and New York, of course, he had far less newspaper support than Nixon.

The conclusion must be that, whatever the tides that sweep the electorate, newspaper endorsement still cannot be counted a decisive one.

## Measured news

Inevitably linked to discussion of endorsements of candidates in every national campaign is the suspicion that some newspapers let partisanship flow over into the selection and display of news. Within the memory of many men still in the business, such suspicions were justified. But in recent elections, such overloading has become less palpable. Nathan B. Blumberg's study of the 1952 campaign (*One Party Press*, 1954) arrived at the conclusion that six of thirty-five dailies could be accused of unfair news handling. In 1956, the question did not arise: Newspapers had little choice but to drop the campaign for Hungary and Suez.

*Balance: Indiana newspaper, like many others, gave equal display to candidates. Headline wording may favor Kennedy*

## 7 - Star Final Sunday Courier and Press

Kennedy Wants  
To Be President  
Who Won Peace

Castro Seizes  
Deposed Aide

Nixon To Stage  
4-Hour Telethon  
On Election Eve

Cars Ring Up  
Sales Record

*Columbia Journalism Review*



## CAMPAGN

of head daily for each major candidate—and often the stories were of the same length. Both Richmond papers—the *News Leader* and the *Times-Dispatch*—got howls from each side that they were favoring the other.

**Louisville:** The two Louisville newspapers (*The Courier-Journal* and the *Times*) and smaller newspapers were careful to be fair in presenting views and policies of both sides. *The Courier Journal*, which supported Kennedy editorially, took extreme pains to see that Nixon got good treatment in the news columns.

**Omaha:** The state's biggest newspapers, the *Omaha World Herald* (conservative Republican) and the *Lincoln Star* and *Journal* (Democrat) gave more detached news treatment than they did four, eight, or twelve years ago.

**El Paso:** Both the *Times* and the *Herald-Post* supported Nixon, and both gave fair and objective play to the activities of the candidates.

**Baltimore:** The Sunpapers reflected their fair news presentation in their makeup. If Kennedy appeared in the bank of a major headline one day, he would be on top the next.

**Kansas City:** The *Star* and the *Times* devoted less space to the campaign than most other newspapers. They supported Nixon, but did not allow this fact to color their news presentation.

**New Orleans:** Most of the large Louisiana papers endorsed the Republican candidate. Most remained scrupulously impartial in handling campaign stories.

The observations above, made during the campaign, were later borne out statistically in an article in the spring, 1961, issue of *Journalism Quarterly*, published by the Association for Education in Journalism. In "The Prestige Press Covers the 1960 Campaign," Guido H. Stempel III of Central Michigan University presented an analysis of space and headlines in fifteen dailies. He found that Democrats got "slightly better coverage" than Republicans, but that the margin was very small.

"Differences in the amount of Page 1 space," he wrote, "coverage over periods of time and headline allocations point out the individuality of coverage by these papers. No single trend, no single statistic can describe adequately their performance." His conclusion was that almost every one of the papers was "striving for equal coverage."

Like every generalization about American newspapers, the rule of equal coverage did not hold good universally. Pierre Salinger, the Kennedy press secretary, complained of the *Manchester* (New Hampshire) *Union Leader* and the *Indianapolis Star*. Herbert Klein did not single out any papers in public, but said after the campaign that there was a widespread impression that coverage had slighted Nixon.

*Columbia Journalism Review*

*The local angle: item from Review Press and Reporter, Bronxville, N.Y.*

### Democrats Name Former Villager For President

Bronxville came in for another mark of distinction last week, when the Democratic Convention in Los Angeles named a former villager, Sen. John Fitzgerald Kennedy, on that first ballot, as the party's candidate for president of the United States. The senator resided here with his family in the 1930's. It was during their residence here that the father, Joseph P. Kennedy, was U.S. Ambassador to the Court of St. James — from 1937 to 1941.

The Kennedy home, a show place, was located at 294 Pondfield Rd. The estate was later

Possibly the strongest charges were made by the industrious—and liberal—West Coast magazine, *Frontier*, against the *San Diego Union*, where Klein resumed his editorial position in February.

In "Some of the News Some of the Time" (January, 1961), Lionel Van Deerlin charged that the *Union* had never before "waged a more effective partisan campaign." The evidence, stripped of his imputations of motive, seemed strong. Two of the many examples:

A Kennedy rally in San Diego itself on November 3 received a two-column head and a three-column picture. At the top of the page was an eight-column banner and a photograph from New York:

#### PRESIDENTIAL HAILS SUPERIOR ABILITY OF NIXON, LODGE TO LEAD NATION

A story in the news columns, presumably offering assistance to voters, was headed:

#### ANY VOTER IS ELIGIBLE TO CAST NIXON BALLOT

A *Review* correspondent in California commented, "The *Union* is very policy-minded."

Possibly because the candidate came from their state, a few other California newspapers seemed to lean a little in news display. A review of the *Los Angeles Times* for the last stages of the campaign

## CAMPAGN

### The sub-issues

revealed, on the whole, abundant and fair coverage, marred by slight advantages of position for the Republicans. From November 3 to November 7 the Nixon and Eisenhower activities were given the lead position on the front page.

The *San Francisco Chronicle* showed similar tendencies, offensive, to quote a correspondent's report, "to newspapermen and Democrats." Once, when the candidates were perfectly in balance typographically, the picture of Kennedy, taken in San Francisco, was far out of focus.

Outside California, there was also scattered criticism. Examples:

Southern Wisconsin's four large dailies showed wide differences in the treatment they gave candidates. The *Milwaukee Journal* (Kennedy) was complete and fair. The *Wisconsin State Journal* (Nixon) of Madison did well through most of the campaign, although Nixon's last-minute visit to Wisconsin left Kennedy slightly in the shade. The *Capital Times* of Madison, by contrast, seemed obviously partial to Democrats—longer stories and, on the occasion of Nixon's visit, an editorializing headline questioning the fact that University of Wisconsin students could cut classes to see the candidate. The *Milwaukee Sentinel* did similar favors for Republicans. Story positions consistently favored Nixon. A headline on October 29 (softened in a later edition) said: "Ike Pins Back Jack's Ears."

In Miami, the *Herald* (Nixon) and the *News* (Kennedy) were usually fair. But the appearances of the candidates in Miami for the American Legion convention resulted in conflicting crowdsmanship. *Herald* readers found that Nixon's turnout had been the larger; *News* readers learned just the opposite.

Finally, in New York there was a considerable contrast in tone between the morning and evening newspapers. The *Daily News*, the *Herald Tribune*, and *The Times* all displayed the news scrupulously—with, of course, great differences in total amounts. The evening newspapers seemed less judicious. The *World-Telegram & Sun* slipped rarely; the *Journal-American* sometimes let fly brash headlines ("Kennedy Cuba Plan Invites War—Nixon"); and the *Post* did its best to build the story of Donald Nixon's loan into a major campaign issue. (For more on the loan, see below.)

Despite scattered weak spots, the display of the news of the campaign seemed equitable to an unprecedented degree. The tape measure had a good year. On this point, Clifton Daniel of *The New York Times* quoted an editor as saying: "If a newspaper prints a story about Nixon's infected knee, there is no obligation to balance it with a story about Mr. Kennedy's knee."

As a further check on newspapers' fairness, the *Review* investigated treatment of four of the campaign's subsidiary stories—stories not directly political that could have been suppressed (or inflated) in accordance with a newspaper's bias. The investigation concentrated on: the loan made by Howard Hughes to Donald Nixon, the pastoral letter to Puerto Rican Roman Catholic voters (covered in the first section of this report), the "prestige polls" of the United States Information Agency, and the fluctuations of gold prices in London. Other stories of the same character, not specifically checked, included references to the candidates' health, the delayed release of unemployment statistics, and news of public-opinion polls.

Of all these, certainly the only one that inspired real recriminations was the loan to the Vice President's brother. The *New York Post*, convinced that it was carrying most of the burden of publicizing the affair, commented on November 6: "What is most memorable about the story is the Vice President's arrogant conclusion that he can safely answer all questions about the episode with the word 'No comment' because so many newspapers are so eager to drop the subject."

On several occasions, the *Post* compared the story to the "Nixon fund" of 1952. The earlier story was subjected to study by Arthur E. Rowse in *Slanted News* (1957). He concluded that almost without exception the newspapers he studied played the story according to their political feelings. The 1960 loan affords a way of seeing whether habits have changed.

It must be recognized that differences between the stories of 1952 and 1960 keep the comparison from complete accuracy. The 1960 loan did not involve the Vice President so directly. Nor did Democratic speakers find it a worthwhile theme. Finally, it could not, by any stretch of the imagination, have resulted in the kind of party crisis that the 1952 fund precipitated.

The *Review* checked coverage of the loan in twelve metropolitan newspapers, scattered across the country. If they can be taken as a fair sample, the press was not so bare of news about the loan as the *Post* seemed to believe. The *Baltimore Sun*, the *Chicago Daily News* (which ran an outstandingly clear tabulation of the issues involved), the *Los Angeles Times*, and the *Chicago Tribune* each carried four or more stories on the loan. All five papers supported Nixon. The other Republican papers checked—the *Kansas City Star*, the *New York Herald Tribune*, the *New York Journal-American*, and the *New York World-Telegram & Sun*

Columbia Journalism Review

## CAMPAIGN

—carried less. The sparseness of coverage in the New York papers tends to support the *Post's* charge.

On the Democratic side, the papers varied between the detailed coverage of the *St. Louis Post-Dispatch* and the skimpiness of *The Atlanta Constitution*, with *The Courier-Journal* of Louisville and *The New York Times* in the middle.

The sample shows, if nothing else, a more confused pattern than what Rowse discerned in the 1952 fund. The findings suggest that conditions other than partisanship played a more controlling role in 1960—for example, the difficulty of presenting the story clearly. Many of the papers carried Peter Edson's story (Newspaper Enterprise Association) that Edson called a "full explanation." It was not, nor was it widely used AP dispatch on the same day, October 27. Both seemed based only on the material made available by a Nixon manager, which went little beyond admitting a loan had been made. Later facts—the connection with Howard Hughes, the minimal security on the loan, the Vice President's alleged supervision of the transaction—merely dribbled out.

The newspapers studied showed two characteristics in common. First, few (even Kennedy papers) cared to take the initiative in developing the story. Second, it was given the treatment of an unimportant story—not displayed prominently or, it would appear, allowed to push aside other news, if space was limited. Thus, the *Los Angeles Times*, with plentiful space, offered more on the loan than did the Democratic *Courier-Journal*.

Tentative conclusion: Conspiracy not proved. But if a similar issue arises in 1962 or 1964, editors may want to find out whether the representatives of a candidate are intervening to minimize the issue—and whether newspapers might not want to do independent digging to make the story intelligible.

The other subsidiary issues had less clearly partisan content. Newspapers also found it somewhat easier to obtain the facts about them, partly because other branches of journalism took the initiative—especially in the case of the USIA polls. On this point, A. J. Liebling commented in *The New Yorker*:

What struck me was that the newspapers that carried the story when it broke had to credit it to correspondents of the Columbia Broadcasting System, who had tracked down the facts about the survey. I found this a reversal of the order of nature. Broadcasting systems used to get their information from newspapers...

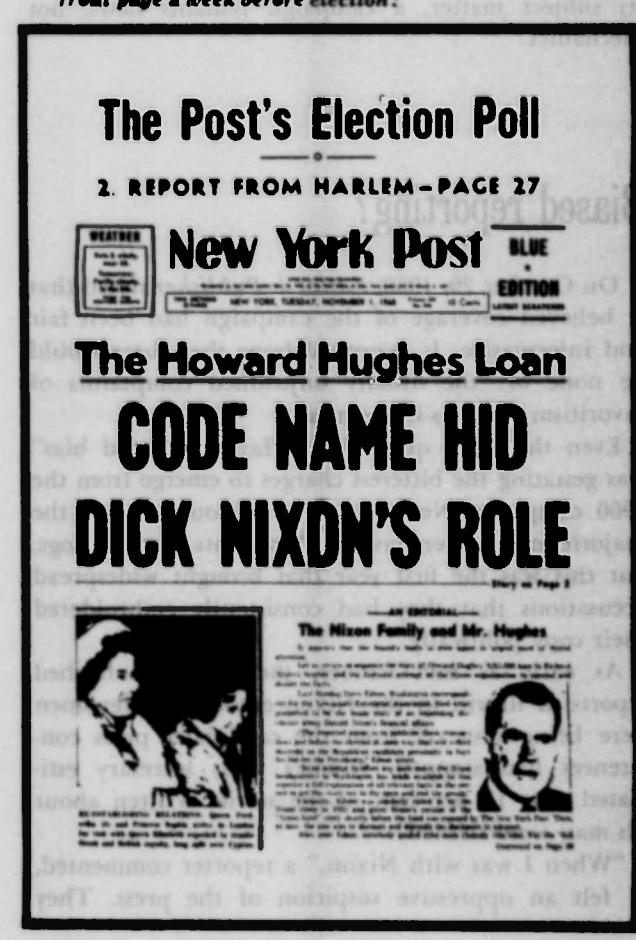
The issue, the main points of which were Kennedy's charge that American prestige abroad had declined and the refusal of the White House to release the polls, could conceivably have been played to the advantage of the Kennedy side. But, as in the case of the Nixon loan, the amount of space available seems to have been the determinant. The *Louisville Courier-Journal* (Kennedy) carried twelve stories on the subject between October 23 and Election Day, but the *Los Angeles Times* (Nixon) was second among the papers studied with nine stories. Most of the dozen papers examined gave the story adequate attention.

The *Chicago Tribune* was slightly inconsistent in handling the story. The *Tribune* deplored the prestige issue as the "silliest of all silly squabbles." Three days later the paper published a poll conducted by Reuters at the request of the *Tribune* indicating that prestige had not fallen. This poll was not dismissed.

A running story that offered like opportunities to Republicans was the unsteadiness in the international gold market in October, presumably because of the possibility of a Kennedy victory. Again, the evidence shows extensive, fair coverage. Papers outstanding on this story were the *Baltimore Sun* (Nixon), the *Chicago Daily News* (Nixon), the *St. Louis Post-Dispatch* (Kennedy) and the *Milwaukee Journal* (Kennedy).

Among other subsidiary issues, none gained real prominence nationally (but see the isolated case of treatment of the health issue at right). On the basis

*The New York Post* led the main effort to build Donald Nixon's loan into a major issue. Below is a front page a week before election:



## CAMPAIGN

of evidence collected, the only serious flaw in news papers' treatment of subissues is in the Nixon loan.

soft groups because they control power's interests and needs and to make issues seem more serious except insofar as they are not being handled properly.

### The editing: conclusions

In selection and display of campaign news, news papers continued in 1960 their evolution from the over-partisanship of the past to studied impartiality. Newspapers that are "old fashioned"—in the sense that they seem to operate on principles dominant around the turn of the century—have found difficulty in being fair, even when their motives have improved. It is clear that dispassionate editing and display of political news is not simply a matter of fact, but a pattern of thinking that must be built up until it controls an entire organization.

Most newspapers have learned the first lesson of impartiality—that of equal display. But in 1960, this kind of impartiality began to show its dangers along with its virtues. In future elections, editors could conceivably return to a more conscious exercise of substantive news judgment. No matter how special its subject matter, a campaign remains news, not mechanics.

## The Post's Election Poll

### Biased reporting?

On October 29, 1960, *Editor & Publisher* noted that it believed coverage of the campaign had been fair and informative. It expressed hope that there would be none of "the usually unjustified complaints of favoritism and bias in the news."

Even then, the question of "favoritism and bias" was generating the hottest charges to emerge from the 1960 campaign. Nobody had ever doubted that the majority of reporters favored Democrats or underdogs, but this was the first year that brought widespread accusations that they had consciously embroidered their copy politically.

As early as mid-October, there were published reports of favoritism in the Nixon entourage. Newsmen were being shut off from the candidate; press conferences had stopped. Nixon's press secretary estimated that 10 per cent of the stories written about his man were slanted.

When I was with Nixon, a reporter commented, "I feel an oppressive suspicion of the press. They

### "Mind and judgment"

The question of Senator Kennedy's health cast an occasional shadow over his political activities in 1960. The medical history of the President is complex. News and biographical stories made his health a matter of public knowledge for several years. A new health issue was introduced on July 4, 1960. Then Mrs. India Edwards, promoting Lyndon B. Johnson's candidacy, announced Senator Kennedy had had "Addison's disease" and "would not be alive if it were not for cortisone."

In its July 18 issue, *Time* magazine devoted three-fourths of a page to medical biographies of the three leading candidates for the Democratic nomination. Two New York physicians certified the "excellent" health of Senator Kennedy. At this time Senator Kennedy said he had a "partial adrenal insufficiency." He said he took cortisone from 1947 to 1951 and again from 1955 to 1958. He said he was taking oral doses of corticosteroids "frequently when I have worked hard."

The issue was revived late in the campaign by John Roosevelt in the form of a call for physical examinations of both candidates. It was picked up by the *New York Daily News* and its cousin, the *Chicago Tribune*. In an editorial a few days before election, the *news* wrote (and the *Tribune* reprinted):

Kennedy contracted Addison's disease in 1954. This disease used to be fatal, but now can be controlled (but not cured) by cortisone without bad side effects. With some patients, cortisone has injurious side effects on the mind and judgment.

The editorial was clearly an exercise in juxtaposition. Consider it piece by piece.

"Kennedy contracted Addison's disease in 1954."

The most complete analysis of the question published to date (including recent summaries in *U. S. News and World Report* and *Today's Health* of the American Medical Association) state that Kennedy had had Addison's disease only if it is defined in the modern sense, covering any adrenal deficiency, slight or severe.

"This disease used to be fatal..."

The disease that "used to be fatal" was described by Dr. Thomas Addison of London in 1855. His classic report of the symptoms listed chronic fatigue, increasing physical weakness, low blood pressure, vomiting, diarrhea, irregular heart action, and a discoloration of the skin. This is not what Kennedy had, from all the evidence that is available.

"...but now it can be controlled (but not cured) by cortisone without bad side effects."

True, but the sentence refers to the wrong disease. And strictly speaking Kennedy had not taken cortisone since 1958.

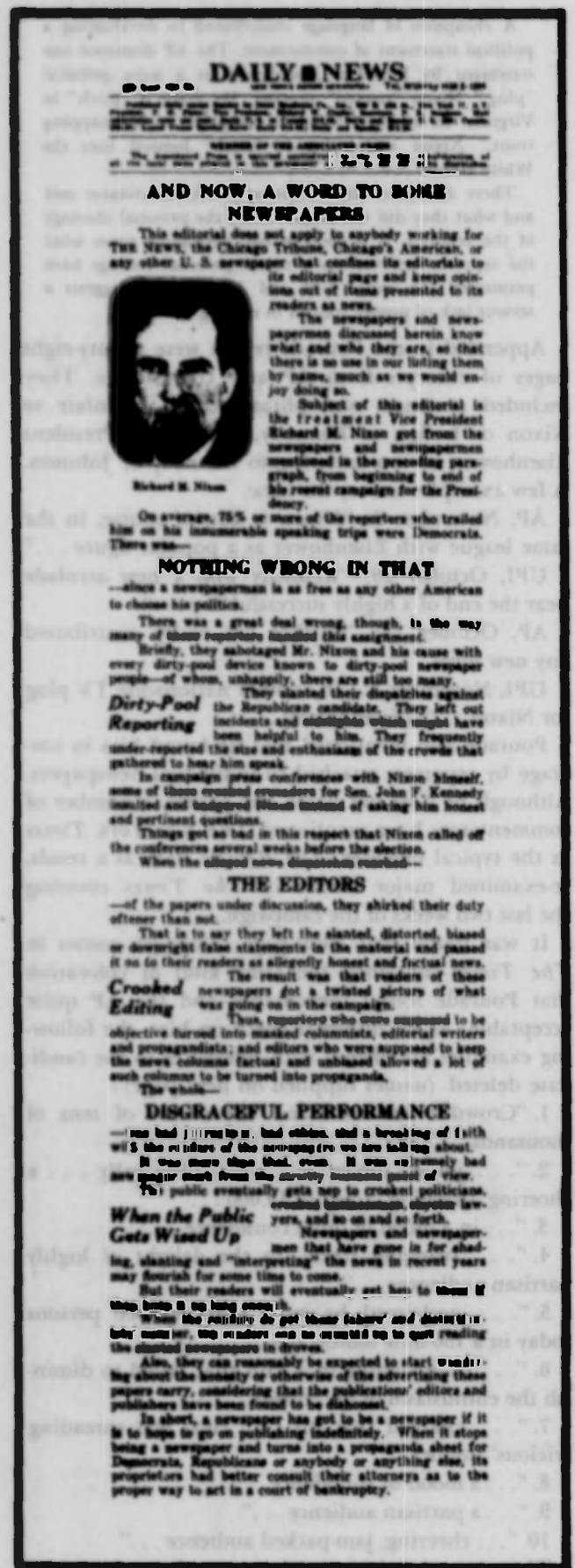
"With some patients cortisone has an injurious effect on the mind and judgment."

The sentence is carefully detached from those preceding, logically speaking. It contains no reference to Kennedy or to Addison's disease.

The editorial associates Kennedy with "an injurious effect on mind and judgment" by adding up three neat truths into a sum that can be called misleading.

*Columbia Journalism Review*

## CAMPAGN



think newsmen are out to get their man and they may be right."

Another said: "If the publishers only knew how emotionally involved some of their reporters are for Kennedy there'd be some real pink-slipping going on." Reports from the Kennedy side of the campaign painted a picture of friendship—even coziness.

Six days after the election, the charges were stated in an indictment by the New York *Daily News* in a full-column editorial (reproduced at left). Other accusers joined in. Raymond Moley, in *Newsweek*, wrote that Nixon's campaign had been "badly reported." Herbert Klein suggested to Sigma Delta Chi that it look into the matter, and in a letter to the *ASNE Bulletin*, he observed that "a large segment of the public believes that the news was slanted both in newspapers and on television . . ."

The charges received further support on the first day of 1961, when *The Minneapolis Tribune* printed a story by Fletcher Knebel obviously reflecting the Vice President's thoughts. Knebel wrote that Nixon "has made it clear in private talks with friends that he thinks a pro-Kennedy attitude by reporters covering the campaign provided Senator Kennedy with his narrow victory margin . . ."

"Among the Republican objections directed at certain reporters are such things as crowd estimates thought favorable to Kennedy, analytical approaches to Nixon's speeches but not to Kennedy's, making demands on Nixon for press conferences but not making similar demands on Kennedy, 'influencing' other reporters by press plane remarks that down-grade Nixon."

Holmes Alexander, columnist for the McNaught Syndicate, commented: "Reporter Knebel could have made it much stronger without any injury to the truth. Nixon is furious! He feels that dishonest or, at best, partisan reporting cost him millions of votes."

Thus ran the arguments of those who felt Nixon had been shortchanged. The defenses were usually less vociferous, and in fact conceded a few of the charges. J. Russell Wiggins of *The Washington Post* admitted that "the struggle to keep reporters traveling with the candidates objective and uncommitted is always a tough one, and I think that I would like to avoid a few lapses that we have had in this respect." Don Whitehead, formerly of The Associated Press, noted the development of a "dangerous thing"—a "cheering section."

Others admitted less. The *New York Post*, replying to the *Daily News*, said, "We find it hard to believe that many sinister characters smuggled anti-Nixonism into the news columns." Carroll Kilpatrick of *The Washington Post* wrote in *IPI Report*: "I think Nixon's criticism of the press is ridiculous." After the

## CAMPAGN

campaign. Ludwig Caminita, Jr., of American University questioned thirty-four reporters who had covered the campaign. He found that the reporters confirmed that Kennedy "generated an evangelistic appeal with crowds and even some of the press corps" but they denied that campaign reporting had been affected (see *Journalism Quarterly*, spring, 1961).

Most of the evidence gathered to support and rebut the charges is skimpy and itself subject to varying interpretations. Many handicaps lie in the way of a meaningful assessment of bias in political reporting: the inability to reconstruct exactly the situation a reporter was writing about; lack of means to probe a reporter's mind for motives; lack of a uniform definition to date of the reporter's right of selection and comment.

The most extensive investigation made during the campaign—that of Richard F. Pourade, editor emeritus of the *San Diego Union*—was an attempt to find evident bias in AP and UPI copy. His compilation, which he submitted to the wire services just before the election, was not uniformly well received. As Alan J. Gould, executive editor of the AP, commented: "Some of the dispatches reflect a fundamental disagreement between Pourade and the AP over what constitutes factual fair description or analysis, on the one hand, and personal expression, on the other."

The following are points of Pourade's indictment, quoted from his report:

What the candidate had to say was to be less important than what the reporter thought about what was happening. Both the AP and the AP campaign coverage took news reporting into the field of interpretation, and interpretive columnists into the field of pure personal comment. It became obvious whom the reporters in many cases, liked or didn't like, by consciously or unconsciously using various shades of emphasis and excitement, and in the choice of descriptive phrases. A definite "landslide" psychology was built up for Senator Kennedy, particularly in the copy of The Associated Press, a situation certainly not borne out by the returns...

One of the most surprising features of The Associated Press coverage was the extent to which the so-called interpretive columnists questioned the motives of the candidates, disparaged their remarks, and brought the doubt of The Associated Press on their integrity and character. Some of these so-called interpretive columnists went further than many partisan newspaper editorialists...

Wire service reporters set themselves up as a final judge of crowds, reactions, sincerity of statement, pertinency of the statements politically and ideologically, and passed judgment on the merits of various proposals. Too often, what the candidate had to say was buried beneath how the reporter personally evaluated it in the context of the whole campaign, and what he thought was the crowd's reaction to it...

Perhaps some of the public complaint about the campaign that candidates did not make their points clear or did not develop them fully is due to the press coverage as much as to the speeches of the candidates...

A cheapness of language contributed to devaluating a political statement of commitment. The AP dismissed one statement by President Eisenhower as a mere political "plug." Nixon "coaxed" support. He made a "pitch" in Virginia. In another, Nixon is compared to a "snapping trout." Nixon was trying to "push" himself into the White House...

There isn't any doubt that what the candidates said and what they did was measured by the personal ideology of the reporter. It is good or bad depending upon what the reporter believes. As a result, personal feelings have permeated the entire UPI and AP copy. It suggests a serious lack of proper control in editing.

Appended to the Pourade report were twenty-eight pages of excerpts from AP and UPI stories. They included sentences and phrases cited as unfair to Nixon or Lodge, to Kennedy, to both, to President Eisenhower, or too flattering to Kennedy or Johnson. A few examples convey the idea:

AP, November 2: "Nixon is not, of course, in the same league with Eisenhower as a popular figure..."

UPI, October 29: "Kennedy won a new accolade near the end of a highly successful day..."

AP, October 24: "Neither has really contributed any new ideas."

UPI, November 2: "In another nationwide TV plug for Nixon..." (Eisenhower).

Pourade also mentioned that he found bias in coverage by reporters attached to individual newspapers. Although he does not name any papers, a number of commentators have mentioned *The New York Times* as the typical offender. The *Review* staff, as a result, re-examined major stories in *The Times* covering the last two weeks of the campaign.

It was found that front-page campaign stories in *The Times* contained the same kind of coloration that Pourade found inexcusable—and the AP quite acceptable. As an informal check on bias, the following examples are offered with references to the candidate deleted (names supplied on next page):

1. "Crowd enthusiasm and the cheers of tens of thousands..."

2. "... joined forces in a roof-raising rally... a cheering, storming crowd of 19,000..."

3. "... in a mood of quiet confidence..."

4. "... swinging freely, to the delight of highly partisan audiences..."

5. "... acclaimed by more than 500,000 persons today in a 150-mile motorcade..."

6. "... campaigning in a rain that failed to diminish the enthusiasm of his crowds..."

7. "... charged that his... rival was spreading vicious rumors..."

8. "... a mood of confidence..."

9. "... a partisan audience..."

10. "... cheering, jam-packed audience..."

These samples do not, of course, show the entire

*Columbia Journalism Review*

## CAMPAIGN

scope of stories. Yet the phrases do not seem to be far enough apart to provide any conclusion but the obvious one: Reporters saw enthusiasm for Kennedy and said so; they saw enthusiasm for Nixon and said so. They knew when indoor audiences were made up of party workers; they knew when crowds were drawn from the public at large. Their descriptions varied accordingly.

So much crowd reporting, of course, raises the possibility that what the candidates said might have been neglected. Men in the campaign entourages on both sides believed that this happened. It is difficult to deny flatly, but the campaign stories show that reporters obviously found the candidates repetitious during their run of the mill campaigning. Chronicling the responses of crowds is the natural answer to the constant demand for fresh material. Critics do not always take this demand into account.

Now do they take into account the effects of the physical rigors of the campaign. The athleticism of the candidates made keeping up a physical and mental ordeal. A good many reporters have testified vividly on the difficulties they faced. For example, Russell Baker of *The New York Times* wrote in the paper's house organ:

After the first few days you develop a chronic headache and in the legs you feel like an old boxer who is over the hill. The writing is done by the reflexes, usually on airplanes, on buses or at open-air press tables with a noisy piece band blowing patriotic airs in your ear and a few hundred hot-blooded lady politicos fighting for standing room on your typewriter.

Merriman Smith of UPI, veteran of many thousands of miles on the road with candidates, said that campaigning with Kennedy was "the most rigorous travel I've experienced." The pace, he added, made it "difficult to reflect on what the man was saying." The *AP Log* commented in mid-campaign on the "hectic, catch-as-catch-can existence" AP reporters were experiencing. Roscoe Drummond, in the *ASNE Bulletin*, also found the going rough:

This 1960 campaign is by all odds the worst—the most grueling, grinding, frustrating, the most tortuous to mind and body of any Presidential election I have ever covered or read about. Wendell Willkie's fruitless, sometimes voiceless 52 days aboard his cross-continent special was a

gentle excursion compared to the rigors of the 20-hour day, jet-plane jumping to which the candidates, the correspondents and the bulging staffs of both sides are being subjected . . .

Post-election issues of the *ASNE Bulletin* reflected considerable concern about the basic monotony of the jet-hopping campaign. Naturally, there have been proposals that the campaign be shortened. More pertinent to journalism, there have been questions raised about the wisdom of attaching reporters to candidates' caravans. A reporter from Buffalo suggests one difficulty—that the evolution of campaign coverage is lagging. Why, he asks, should a whistle stop entourage be used in a jet age? A similar thought is offered by a member of a campaign staff, in this excerpt from a seminar at Columbia University:

It seems . . . absurd for the press to follow the candidate around. They spend lots of money and 90 per cent of their time sitting in buses and airplanes. They raise the roof if the bus gets three cars behind the candidate, as though there were anything to do or see. If the planes are late or early or go to a different airport it's just something to bellyache about. This is a real waste of time, energy and talent, having these people five or six hundred yards from the candidate all the time, but really being as far from him as if they were in Nome, Alaska. One possible improvement which the wire services could manage with their large number of correspondents is to leapfrog their men. People would be in the towns in advance and stay after the candidate had made his speeches so that they could evaluate the impact he made.

The other suggestion I would make goes hand in hand with the first one. The White House press corps is the wrong group to have covering the campaign. By and large they are people who can write quickly on a wide range of subjects without going to any depth . . . The issues that you have to deal with today are far too complicated to have a man who covers the White House and who's mainly concerned with where the President is going tomorrow, really dig into these things. . . .

Physical conditions, no matter how distressing, do not of course dispose of the question of bias in political reporting. Nor does any of the other evidence so far presented here. There are many, in fact, who doubt that the much-called-for study of adulterated copy can be made at all.

Yet several conclusions can be reached. The first is that much of what was criticized in campaign coverage merely shows the impossibility of making reporters sit down and re-examine their whole way of working and reporting in midstream. Clearly, neither they nor their organizations fully anticipated the conditions of the campaign and they were forced to build improvisations on accustomed methods.

Second, it is apparent that one side treated its relations with the press as an integral part of the campaign's strategy, while the other side failed to do

The phrases from *The Times* were written about the candidates as follows:

|                         |                         |
|-------------------------|-------------------------|
| 1. Kennedy, October 26. | 6. Kennedy, October 27. |
| 2. Nixon, October 26.   | 7. Nixon, November 2.   |
| 3. Nixon, October 30.   | 8. Kennedy, November 5. |
| 4. Nixon, November 2.   | 9. Kennedy, November 6. |
| 5. Kennedy, October 29. | 10. Nixon, November 6.  |

## CAMPAIGN

so. It can certainly be anticipated that by 1964 this science of good fellowship with the press will be developed even further—and will probably be employed by both sides. There is a real danger here, for, as Robert Manning wrote in the *Saturday Review*, "familiarity breeds obligation." And the danger is certainly not one that can be met simply by rotating reporters.

It requires instead a new look at what lies within the grasp of an individual reporter. Traveling in a campaign entourage, he can hardly be expected to take into account what lies beyond his observation. If, for example, he is reporting a Democratic rally, he can hardly be expected to compare it truthfully with a Republican one on the same spot three weeks before. Likewise, he cannot always listen to one candidate's position on a certain matter of policy and compare it with the opponent's position. In short, stories by candidate-followers must not be made to bear too much of the burden of explaining the campaign.

Finally, in preparing for the next campaign, news agencies and newspapers must separate the real sources of difficulty from the apparent ones. It should be recognized that most of the criticism of reporters came from clearly partisan sources and in at least one case from an organ of journalism—the *San Diego Union*—whose own handling of the campaign was far from irreproachable. It also should be noted, as Frank Starzel, general manager of the AP, has pointed out, that even the bitterest criticism in the late campaign did not match that of 1952, when the supporters of Senator Robert A. Taft accused the wire services of stealing the nomination from him.

Certainly, the criticism should be heard and absorbed, but it should not be considered a reason for jettisoning those portions of campaign coverage that met the severe test of 1960. Because analysis is not always well done is no reason to deny the public comparisons and evaluations of the candidates' performances. Nor should the confusion in crowd reporting prevent its being done more scientifically and analytically in 1964.

Finally, newspaper managers and editors who are inclined to take at face value the charges of bias in political reporting should consider the implications of accepting such a view. It would mean, first of all, an assumption of basic dishonesty in the individual reporter. It would assume a similar dishonesty on the copy desk. Finally, it would assume a massive stupidity among newspaper publishers for not noticing what was happening in their papers. By the nature of newspapers, real bias cannot be the work of one man low in the organization. The *Daily News* implied the basic dishonesty of other newspapers; it would be hard for most newspapermen to agree.

### Theme from two campaigns

President Truman has demonstrated [a] capacity for attracting the sympathy of the White House correspondents, and he benefits accordingly in their treatment of him. This was most forcefully demonstrated during the 1948 campaign when, in literally hundreds of dispatches from the candidates' trains, the notion was firmly implanted in the public mind of Truman's warm and human qualities as opposed to the aloofness and impersonal efficiency of his opponent, Governor Dewey.—James B. Reston, in *Public Opinion and Foreign Policy* (edited by Lester Markel, 1949).

There is no doubt that... kindness, respect and cultivation of the press colored all the reporting from the Kennedy campaign, and the contrast colored adversely the reporting of the Nixon campaign. By the last weeks of the campaign, those forty or fifty national correspondents who had followed Kennedy since the beginning of his electoral exertions into the November days had become more than a press corps—they had become his friends and, some of them, his most devoted admirers... Yet if it was so, it was difficult to deny credit to the Democratic candidate for what he had achieved—or commiserate with Mr. Nixon for the distance he had made between himself and the men who sought to explain him.—Theodore H. White in *The Making of the President 1960* (1961).

© 1961 Atheneum House, Inc.

### Picking the winner

Everybody had trouble in the unsettling early hours of November 9, 1960, and small wonder. The election returns simply did not follow predictable patterns. In nearly every Presidential election of the previous forty years, the western United States followed, more or less, trends set up strongly in the East. In 1936, for example, Franklin D. Roosevelt started to feel secure

*Columbia Journalism Review*

## CAMPAIGN

as soon as he heard the majorities from Rhode Island. In 1960 the New England returns had little to do with the results in the rest of the country—and, in fact, patterns were hard to find. News outlets, conditioned to declaring the winner early and positively, were both misled and confused.

The confusion of the election was a fitting outcome to the mysteries of the campaign. The fact is that only the narrowest of margins saved newspapers and broadcasters from a massive error—a declaration of the wrong winner in a national election—simply because they would not wait until enough votes were counted. Televison's computers, wildly quoting odds, did not help the situation.

The scare was bad enough. *The New York Times* backed down from a "Kennedy Elected President" headline printed at 2 a.m. (nearly three hours after the *Daily News*) to "Kennedy Apparent Victor" at 7 a.m. in the final edition. Nor was *The Times* the only paper that encountered difficulty. Some morning papers closed up for the night with an AP story about a Kennedy landslide.

Others waited for Nixon's statement early in the morning. It was not a concession, it will be recalled,

but it was all that the Vice President could honestly make at the time. Nonetheless it added to the confusion. AP, as UPI noted (see reproduction) flashed a concession anyway.

UPI did its bit for confusion later in the day, as AP announced (reproduction). UPI pegged the right concession on the wrong state. Many newspapers with early afternoon editions used the UPI material. An example, from the *Erie Daily Times*:

### BULLETIN

LOS ANGELES (UPI)—Vice President Richard M. Nixon today conceded victory to Sen. John F. Kennedy on the basis of returns from his home state of California.

WASHINGTON (UPI)—... The 43 year old Democratic senator from Massachusetts clinched victory shortly after 9 a.m. EST by capturing the crucial 32 electoral votes in Nixon's home state of California.

As the count of absentee ballots revealed, California had not gone for Kennedy. Nor, for that matter, did Hawaii ultimately go to Nixon, as some papers had it. A few states, in fact, stayed in doubt for several weeks.

Newspapers coped with this uncertainty well enough once they had found their bearings. Yet they and the press associations were irrevocably committed

AP claimed superiority...

### When Was Kennedy REALLY Elected?

UPI BULLETIN  
BOSTON, MASS., 9 UPI-REBROADCAST DATE 27 11 ELECTORAL VOTES  
TO VICE PRESIDENT NIXON AND CLINCHED THE U.S. PRESIDENCY  
FOR THE MASSACHUSETTS DEMOCRATIC  
WILLIAM M.

President if our pride is showing. But Vice President Nixon did not concede until 16 minutes after The Associated Press informed on Wednesday that Minnesota had clinched the election for Kennedy by giving him 11 electoral votes. And Associated Press did not send Kennedy's congratulatory message until after that same AP bulletin.

And Senator Kennedy did not acknowledge his victory until he, too, learned that Minnesota, as reported in AP's bulletin, had given him its electoral votes.

UPI was the first to report the election results in serial 100-line columns. The Associated Press, in contrast, was the first to flash the results in a single line.

Columbia Journalism Review

### NOTICE

### TO EDITORS

UPI WAS NOT THE SERVICE WHICH FLASHED VICE PRESIDENT RICHARD NIXON'S CONCESSION NINE HOURS BEFORE HE MADE IT, SETTING OFF SPECIAL EDITIONS IN EUROPE AND ELSEWHERE, AND CAUSING AT LEAST ONE FOREIGN GOVERNMENT TO RELEASE A PREPARED STATEMENT OF CONGRATULATIONS.

## CAMPAIGN

to a Kennedy victory through their announcements of November 9. The point was used to defend AP's early announcement that Kennedy's margin dwindled, but had never disappeared.

Alfred Friendly was well aware of this commitment when he addressed the Associated Press Managing Editors: "Were we paraded by the figures that rolled in, and by the firm and unequivocal pronouncements of the television commentators, into taking some premature action? Did we forget our roles of chroniclers and tend to become forecasters? . . .

Which newspaper is likely to win the greatest confidence among its readers—the one which made a projection and by luck happened to be right (but nevertheless had to spend the next couple of days reporting on how close the election was) or that newspaper which, declining to make a declaration of a winner, disappointed its readers in its early editions but nevertheless was not obliged to hedge?"

### The outlook

From all that has been presented in this report, it is clear that most newspapers made an honest effort to meet unanticipated difficulties in covering the campaign and election of 1960. It is clear, too, that they occasionally fell short. Without pretending to offer nostrums, the *Review* suggests that the following lines of thought be pursued in preparation for the campaign of 1964:

1. New formulas for equal display should be considered—for example, planning that permits equal treatment of candidates over an extended period and relieves newspapers of inflating inconsequential matter to meet the demands of the tape measure.

2. The suggestion, made by many editors, that local reporting of national issues be improved should be pursued in earnest. To mention only one case: The public in general had little information on the meaning of the religious issue at the grass roots. It can certainly be reported without inflaming ethnic or sectarian feelings.

3. It can be assumed that the pace of the campaign will not diminish. There is ample time now to devise both new mechanics of coverage and new formats for orderly presentation of the race—even when the candidates themselves are disorderly.

Crowds and crowd reactions are an integral part of the campaign. Would it be feasible, when candidates make separate appearances in one city, to assign the same men to reporting crowd size and reactions in both appearances?



"The outcome was, of course, inevitable—"

Herblock in The Washington Post

### What More Kennedy REALEDly Expected

4. Newspapers and news agencies will have to be prepared to work more independently of the candidates' organizations if another issue like the Nixon loan fund arises. They may, in fact, find it worthwhile to withhold such stories until they complete investigations on their own.

5. The problem of reporters' relations with candidates must be met—but not by testing each reporter for political purity. The news organizations may have to see that their reporters are better equipped to cope with calculated fraternizing or, conversely, hostility from candidates.

6. Finally, those scattered newspapers that are listed in this report as treating campaign news with something less than the highest ethics are urged to re-examine their objectives to determine whether it is not time to trust readers to make rational decisions.

On balance, the press coverage of the 1960 Presidential campaign was certainly the fairest in history. The above rough guides obviously do not anticipate all that will happen in 1964. They are only intended as suggestions toward absorbing whatever lessons 1960 had to offer.

Columbia Journalism Review

ROGER H. V. LOURIE  
21 EAST 90TH STREET  
NEW YORK, N. Y. 10028

April 20  
ADMINISTRATIVE FILE

Columbia University  
(School of Business)

x Invitation

February 22, 1964

Mr. James R. Hoffa  
General President  
International Brotherhood of Teamsters, Chauffeurs, Warehousemen,  
and Helpers of America  
25 Louisiana Ave., N. W.  
Washington 1, D.C.

Dear Mr. Hoffa:

Thank you very much for your letter of January 24.

We have tentatively scheduled you for April 20 at the Graduate  
School of Business at Columbia University. We hope that you  
will be able to come on that date, and we are looking for-  
ward to hearing you and having lunch with you.

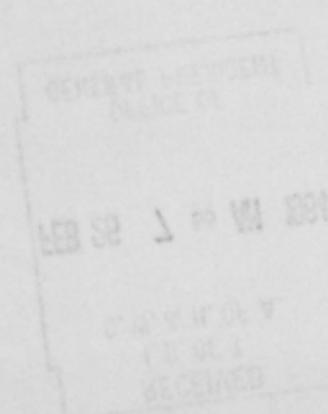
If there is anything that I can do between now and April 20,  
please do not hesitate to tell it to me. You might have some  
special desires which I can try to fulfill to the best of my  
ability.

The Business School will be moving into a new ultra-modern  
eight-story building around the first of April, so you will  
be among the first speakers to appear there!

Please, Mr. Hoffa, accept my best personal wishes for con-  
tinued success. I look forward to meeting and hearing you on  
April 20.

Yours respectfully,  
*Roger H. Lourie*  
Roger H. Lourie

Graduate School of Business  
Columbia University  
New York City, N.Y.



January 24, 1964

Mr. Roger H. Lourie  
"Thinkers of our Times" Committee  
Graduate School of Business  
Columbia University  
561 West 116th Street  
New York 27, New York

Dear Mr. Lourie:

Thank you for your kind invitation to speak before a group of the graduate students at Columbia University.

Unfortunately, at this particular time I cannot make a definite commitment. If you would like to tentatively schedule me for April 20 and check with me at a later date, I shall be happy to advise whether or not I can make a commitment at that time.

Very truly yours,

Jamee R. Hoffe  
General President

JRH/alb

*2/16/64*  
Columbia University in the City of New York | New York 27, N.Y.

GRADUATE SCHOOL OF BUSINESS

861 West 116th Street

December 31, 1963

James R. Hoffa  
President, International Brotherhood of Teamsters  
Washington, D.C.

Dear Mr. Hoffa:

As a member of the Columbia University Graduate School of Business' 1963-64 series of the COLUMBIA THINKERS OF OUR TIMES, it is my pleasure to extend an invitation to you to participate in the coming series. The program hosts outstanding public personages, eminent professors, and prominent businessmen. Nominations for the 1963-64 series include among others, aside from yourself: David Rockefeller, Richard Nixon, Arthur Burns, and Richard Hull.

The Columbia Graduate Business School realizes the importance of broadening the outlook of tomorrow's businessmen in our dynamic economy. We suggest the following topic: "The Cooperative Role of Unions and Management in the Future of Business", but if you prefer another subject, please feel free to use it.

You will speak before a gathering of graduate students on the Columbia University campus. Informal questioning and discussion generally follow the talk. If you have sufficient time, you are invited to an informal lunch with committee members and faculty. We propose the dates of February 24 or April 20 at 12:00 a.m. If either of these dates are not convenient for you, we are amenable to an alternative.

It is our hope that you will find it practicable to present your views to this group of future businessmen under the auspices of this progressive program. I look forward to hearing from you in the near future.

Very respectfully yours,  
*Roger H. Lourie*

Roger H. Lourie  
"Thinkers of our Times" Committee  
Graduate School of Business  
Columbia University

April 25  
on  
May 6

ADMINISTRATIVE FILE

January 24, 1964

*Columbia University*  
■ (Graduate School of Journalism)  
X *Administrative*

Mr. Morton J. Fleischner, President  
Sigma Delta Chi  
Columbia University  
Graduate School of Journalism  
New York, New York, 10027

Dear Mr. Fleischner:

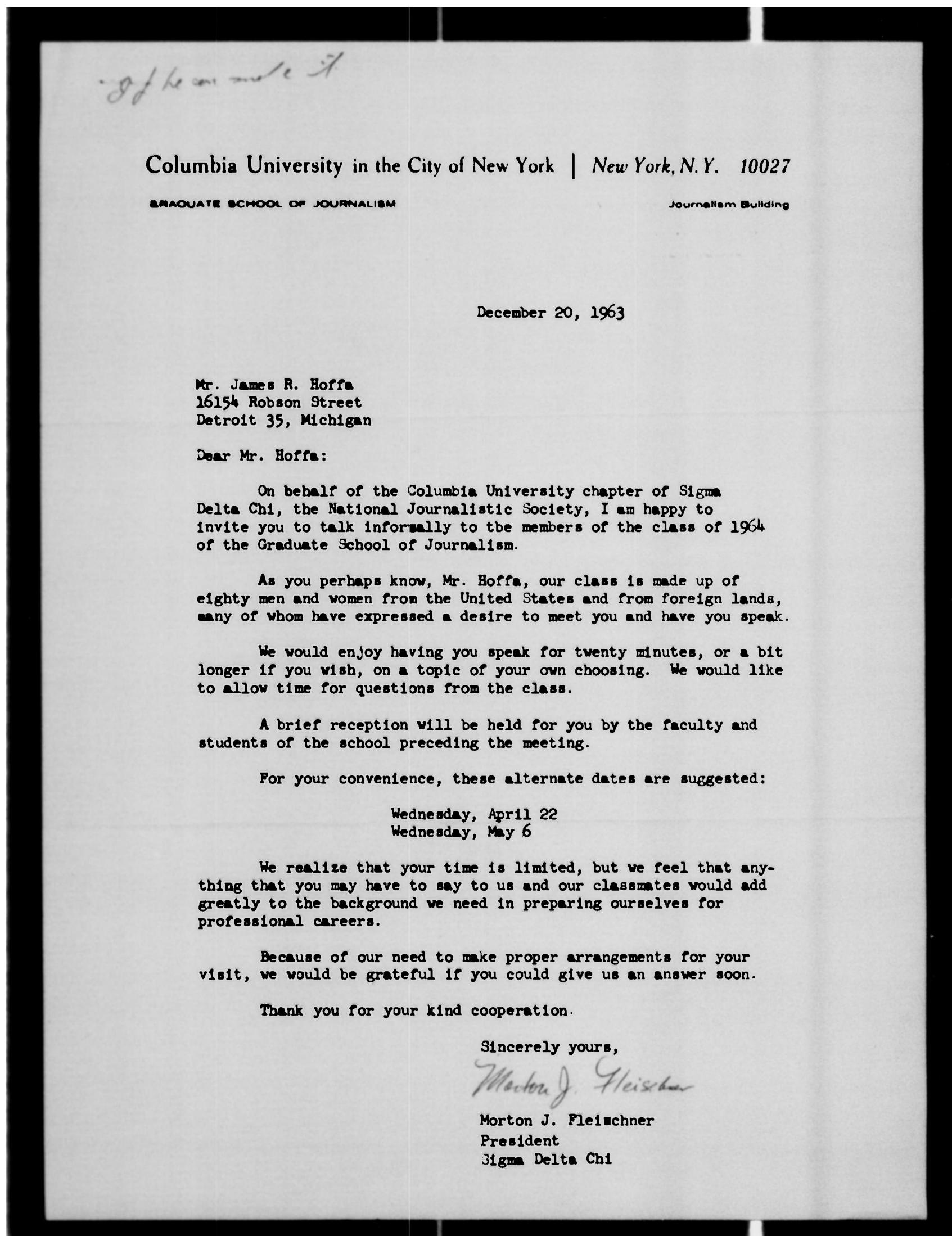
This will acknowledge receipt of your kind letter of  
December 20, 1963, inviting me to speak informally  
to the members of the class of 1964 of the Graduate  
School of Journalism.

Unfortunately, at this particular time, I cannot make  
a definite commitment. I should like very much to  
accept your invitation and hope that you will decide to  
check with me at a later date.

Very truly yours,

James R. Hoffa  
General President

JRH/alh



ADMINISTRATIVE FILE ✓  
Columbia University  
X Heller, Daniel G.  
X invitation

CF

October 14, 1963

Mr. Daniel G. Heller, Lecture Manager  
Ferris Booth Hall Board of Managers  
Columbia College  
210 Ferris Booth Hall  
New York 27, New York

Dear Mr. Heller:

Your kind invitation addressed to President James R. Hoffa was referred to me for reply.

Let me assure you that at some future date, Mr. Hoffa would be pleased to address your "Focus on the Contemporary" lecture series. At the moment, Mr. Hoffa is expected to go on trial in Nashville, Tennessee, and we are therefore unable to commit him for such purposes.

I would suggest that you communicate with President Hoffa some time in January.

Sincerely yours,

L. N. Steinberg  
Personal Representative  
to the General President

LMS: no'n

FERRIS BOOTH HALL

BOARD OF MANAGERS

210 Ferris Booth Hall • Columbia College • New York 27, N. Y.

Jerry C. Pensterstock

*Chairman*

Steven Hochsuler

*Vice-Chairman*

David Hunter

*Secretary-Treasurer*



1963-1964

October 11, 1963

Gerald Album

Barton Goldberg

Stephen Handel

Paul Kateman

Robert Kronley

Stephen Merrill

Leonard Pack

Serge Wind

Mr. James Hoffa  
International Brotherhood of Teamsters  
Headquarters  
Washington, D. C.

Dear Mr. Hoffa

I am writing to you as both a Columbia University student and a representative of the Ferris Booth Hall Board of Managers of Columbia College. This year we are continuing a lecture series entitled "Focus on the Contemporary" which has previously received wide student attendance and support. It is our hope to bring world figures such as yourself to speak at Columbia. It is my pleasure to invite you to participate in this series.

Your address would not be restricted to any set subject but rather to a topic of interest to yourself and to the students. It would be hoped that the topic would in some way relate to the contemporary scene or shed light on a controversial subject.

I sincerely hope that you would take this opportunity to speak at Columbia and upon receipt of your reply I will make definite arrangements with you.

Sincerely,

Daniel G. Heller  
Lecture Manager

C  
O  
P  
Y

ADMINISTRATIVE FILE  
Columbia University  
X  
X

May 10, 1965

Mr. Alfred Oxenfeldt  
Professor of Marketing  
School of Business  
Columbia University  
New York, New York

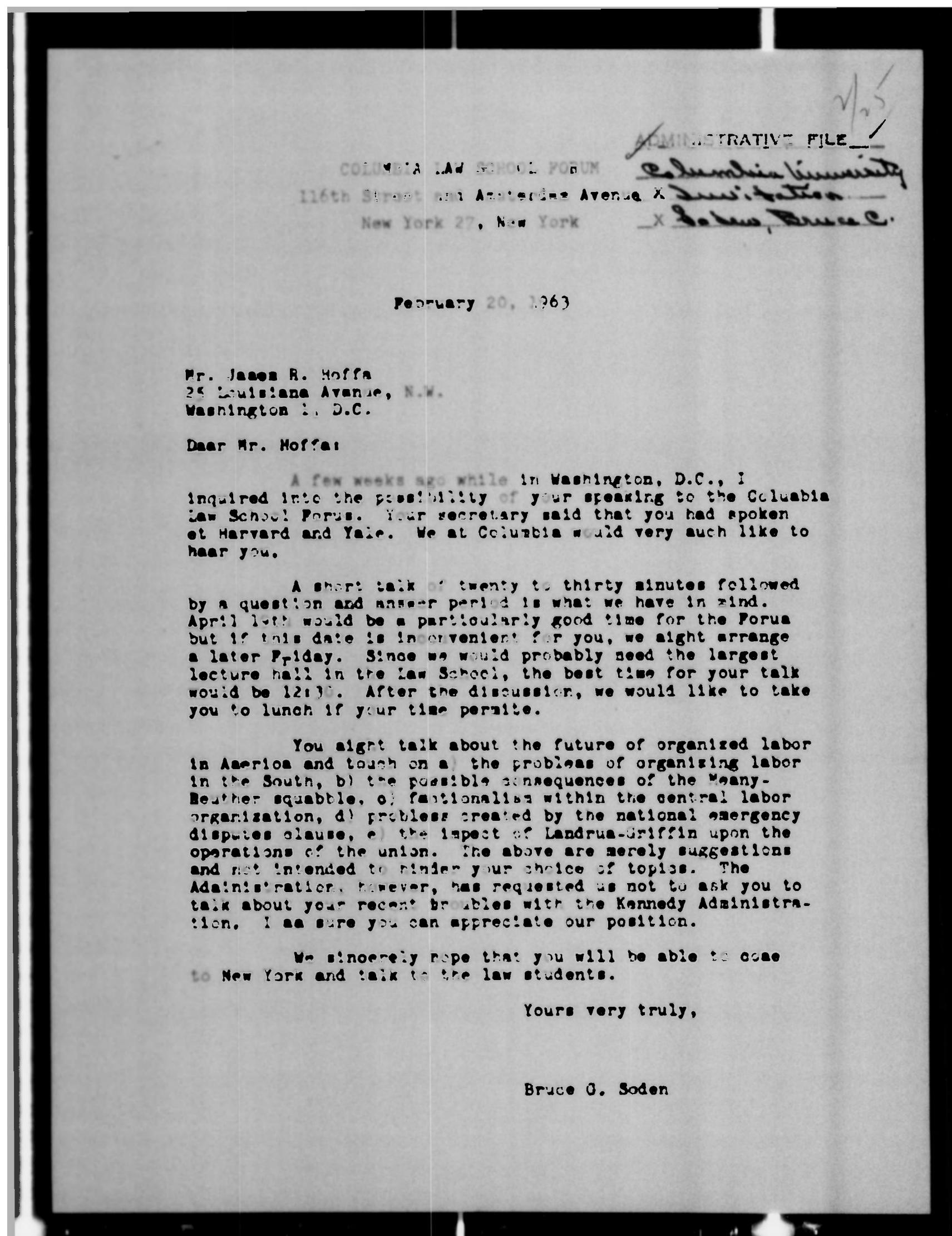
Dear Mr. Oxenfeldt:

You may be interested in the enclosed.

Very truly yours,

Abraham Weiss  
Economist

AW/ls  
Enclosed descriptive brochure on  
"Discount Retailing in the U.S."



ADMINISTRATIVE FILE  
Columbia University  
X Invitation  
X Klare, Michael

December 11, 1961

Mr. Michael Klare, Vice-President  
Columbia College Political Assembly  
14 Metropolitan Oval  
Bronx 62, New York

Dear Mr. Klare:

I have your letter of December 8, and  
President Hoffa has instructed me to tell  
you that he expects some legal matters to  
tie him up during the February and March  
dates you set forth. He suggests you keep  
in touch with us after that.

Sincerely,

Joseph Konowe  
Administrative Assistant  
to the General President

JK/mr

14 Metropolitan Oval

Bronx 62, New York

December 6, 1961

Mr. James R. Hoffa, President,  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

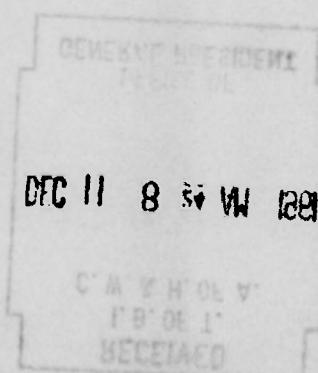
Upon receiving your telegram, I discussed the matter of an alternate date for your appearance at Columbia with the other members of the Executive Board of the Political Assembly. It was felt that the date of January 17th was not desirable, because its proximity to final examinations would limit the size of the audience.

I hope therefore that you will be able to speak at Columbia on March 7th, or, if you prefer, February 21st, also at 4:10 P.M. The Wollman Auditorium has been reserved for both of these dates.

Sincerely,

*Michael Klare*

Michael Klare, Vice President,  
Columbia College Political Assembly



12-4-61

EDEN ROC HOTEL -- ROOM 512

MR MICHAEL KLADE, VICE PRESIDENT, COLUMBIA COLLEGE  
POLITICAL ASSEMBLY, COLUMBIA UNIVERSITY, 14 METROPOLITAN OVAL  
NEW YORK 62, N.Y.

DUE TO UNEXPECTED FURTHER NEGOTIATIONS WEST COAST REGRETS  
UNABLE TO ACCEPT JANUARY 10 DATE. CAN POSTPONE TO JANUARY 17  
ON CAR TENTATIVELY ACCEPT MARCH 7 DATE.

JAMES E. HOFFA, GENERAL PRESIDENT, IB OF T

ADMINISTRATIVE FILE  
Columbia University  
X Invitation  
X Klare, Michael

From the Desk of:  
JAMES R. HOPFA

Send info  
requested.

Also,

Anything special  
you want enclosed  
besides material in press  
room?

(No)

gone

*Central File*

ADMINISTRATIVE FILE  
Columbia College  
Political Assembly  
X

November 14, 1961

Mr. Michael Klers, Vice President  
COLUMBIA COLLEGE POLITICAL ASSEMBLY  
14 Metropolitan Oval  
New York 62, New York

Dear Mr. Klers:

I am enclosing some material which I hope will  
be of assistance to you in preparing for the appearance  
of General President James R. Hoffa.

If this office can be of any further help, please  
do not hesitate to let us know.

Sincerely yours,

Allen Biggs  
Office of Public Relations

AB:gv  
Encs.



COLUMBIA COLLEGE POLITICAL ASSEMBLY

HERS HODIN HALL  
COLUMBIA UNIVERSITY  
NEW YORK 32, N. Y.

October 30, 1961

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 2, D.C.

Dear Mr. Hoffa:

This letter is to inform you that publicity will soon begin for the January 10th meeting of the Political Assembly that you have graciously agreed to speak at.

I expect that we can communicate again in December concerning the final arrangements for this meeting.

I would appreciate it if your office could forward me any general information on the Teamsters and any biographical data that may be available, for use in local publicity.

Again, I'd like to thank you for accepting the Political Assembly's invitation to speak at Columbia University.

Sincerely,

Michael Klare, Vice President

24 Metropolitan Oval  
Bronx 62, New York



COLUMBIA COLLEGE POLITICAL ASSEMBLY

FERRIS BOOTH HALL  
COLUMBIA UNIVERSITY  
NEW YORK 37, N.Y.  
August 1, 1961

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa,

The Columbia College Political Assembly is most anxious to have you speak at Columbia University during the coming year. No major American labor leader has spoken at Columbia in recent years, and we feel that the Columbia student body should not be left uninformed on recent developments in the American labor movement. It is for this reason that the Political Assembly is particularly anxious that you speak at Columbia on this topic. We are confident that your appearance would attract much attention on the university campus.

We recognize that leadership of the Teamsters' Union keeps you very busy, so we are writing this early in the hope that you will be able to find time for an appearance at Columbia. Three dates have been set aside for such a meeting, in order that you may be able to choose the one that is most convenient for you. These dates are: Wednesday, November 1st at 4:10 P.M.  
Wednesday, January 10th at 4:10 P.M.  
Wednesday, March 7th at 4:10 P.M.

The meeting would be held in the Wollman Memorial Auditorium of Columbia's new Ferris Booth Hall.

We hope you will find it possible to accept our invitation. May we have your reply as early as possible, and the date most convenient for your appearance?

Sincerely yours,

*Michael Klare*  
Michael Klare,  
Vice President

14 Metropolitan Oval  
New York 62, N.Y.



COLUMBIA COLLEGE POLITICAL ASSEMBLY

FERRIS BOOTH HALL  
COLUMBIA UNIVERSITY  
NEW YORK 27, N. Y.

October 30, 1961

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.J.  
Washington 1, D.C.

Dear Mr. Hoffa:

This letter is to inform you that publicity will soon begin for the January 10th meeting of the Political Assembly that you have graciously agreed to speak at.

I expect that we can communicate again in December concerning the final arrangements for this meeting.

I would appreciate it if your office could forward me any general information on the Teamsters and any biographical data that may be available, for use in local publicity.

Again, I'd like to thank you for accepting the Political Assembly's invitation to speak at Columbia University.

Sincerely,

A handwritten signature in cursive script that reads "Michael Klare".

Michael Klare, Vice President

14 Metropolitan Oval  
Bronx 62, New York

August 16, 1961

Mr. Michael Klare, Vice President  
Columbia College Political Assembly  
14 Metropolitan Oval  
New York 62, N. Y.

Dear Mr. Klare:

Upon my return to the City your letter of  
August 1, 1961 inviting me to speak at Columbia University  
was brought to my attention.

At the present time, the date of January 10, 1962  
would be the most acceptable, and I will schedule myself  
to be at the University on that date. At a later date I will  
again communicate with you as to the time of my arrival  
etc.

Very truly yours,

James R. Hoffa  
General President

JRH/yk

August 3, 1961

Mr. Michael Klare  
14 Metropolitan Oval  
New York 62, New York

Dear Mr. Klare:

Your letter addressed to  
President Hoffa dated August 1, 1961, has been  
received in this office.

At the present time, President  
Hoffa is out of the city and upon his return I shall  
bring your letter to his attention.

Yours very truly,

H. J. Gibbons  
Executive Assistant to the  
General President

HJG:td



# COLUMBIA COLLEGE POLITICAL ASSEMBLY

FERRIS BOOTH HALL  
COLUMBIA UNIVERSITY  
NEW YORK 27, N. Y.  
August 1, 1961

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa,

The Columbia College Political Assembly is most anxious to have you speak at Columbia University during the coming year. No major American labor leader has spoken at Columbia in recent years, and we feel that the Columbia student body should not be left uninformed on recent developments in the American labor movement. It is for this reason that the Political Assembly is particularly anxious that you speak at Columbia on this topic. We are confident that your appearance would attract much attention on the university campus.

The meeting would be held in the Wollman Memorial Auditorium of Columbia's new Perris Booth Hall.

We hope you will find it possible to accept our invitation.  
May we have your reply as early as possible, and the date most  
convenient for your appearance?

Sincerely yours,  
*Michael Klare*  
Michael Klare,  
Vice President

(please reply to home address)  
14 Metropolitan Oval  
New York 62, N. Y.

**Columbia University**  
in the City of New York  
NEW YORK 27, N. Y.  
GRADUATE SCHOOL OF BUSINESS

ADMINISTRATIVE FILE *file*  
Columbia University  
X Seminar  
X

March 1, 1961

Mr. Joseph Konow  
Administrative Assistant  
International Brotherhood of Teamsters,  
Chauffeurs, Warehousemen & Helpers of America  
25 Louisiana Avenue N.W.  
Washington 1, D.C.

Dear Mr. Konow:

I want to thank you for meeting with our Graduate Industrial Relations Seminar yesterday and discussing with us your experience and ideas in the labor field. We all found your talk most stimulating and from the comments made and the interest shown by the students I am sure you made quite an impression upon them.

We do hope that the Graduate Business Association will be able to arrange later for Mr. Hoffa to speak to the entire student body. We appreciate very much your interest in our Seminar and the time you took from your busy schedule. We hope that you may be able to be with us again in the future.

Sincerely,  
*James W. Kuhn*  
James W. Kuhn  
Associate Professor of  
Industrial Relations

JWK/me

ADMINISTRATIVE FILE  
Columbia University  
X  
Administration  
X

February 16, 1961

Mr. James W. Kuhn, Associate Professor  
of Industrial Relations  
Graduate School of Business  
Columbia University  
New York 27, New York

Dear Mr. Kuhn:

I am in receipt of your letter dated February 15th and  
regret to inform you that due to a conflict in Mr. Gibbons'  
schedule he will be unable to participate in your seminar.

However, I have requested Mr. Joseph Konow, my Administrative  
Assistant, to attend in his stead, and he has arranged his  
schedule accordingly. I am sure that he will be a stimulating  
participant.

Very truly yours,

James R. Hoffa  
General President

JRH/yk

**Columbia University**  
**in the City of New York**  
NEW YORK 32, N.Y.  
GRADUATE SCHOOL OF BUSINESS

February 15, 1961

Mr. James R. Hoffa  
General President  
International Brotherhood of Teamsters,  
Chauffeurs, Warehouses & Helpers of America  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

We are looking forward to meeting with Mr. Gibbons on Tuesday, February 26, 1961 at our Graduate Industrial Relations Seminar, and to his discussion of the problems and policies of the Teamsters.

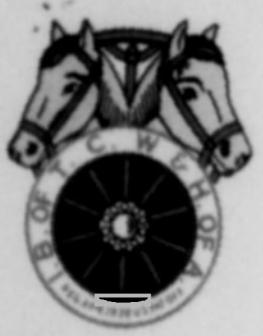
As I mentioned earlier, the one hour session, 4:10-5:00 p.m., is usually divided about equally between the speaker's presentation and discussion. There will be about fifteen graduate students attending with one or two faculty members sitting in as well. Everything said is off the record.

After the meeting a small number of us usually adjourn to the Faculty Club for dinner. We should like to have him join us, and unless I hear to the contrary I will assume that he will be able to have dinner with us.

The seminar begins at 4:10; may I suggest that he come to my office, Room 908, shortly before that time. The Graduate School of Business is located on the northeast corner of 116th street and Broadway, and the entrance to the building faces the interior campus. I enclose a map of the campus for Mr. Gibbons' convenience.

Sincerely,

James W. Ihm  
Associate Professor of  
Industrial Relations



WAVERLY 7-3300

HANCOCK 4-6639

# TEACHERS JOINT COUNCIL NO. 53

AN AFFILIATE OF THE  
**INTERNATIONAL BROTHERHOOD OF TEAMSTERS**

OFFICE: N. W. COR. 11th AND CHEW STREETS  
PHILADELPHIA 41, PA.

JAMES J. STOLTZ

FEBRUARY 15, 1961

MR. JAMES R. HOFFA, GENERAL PRESIDENT

MR. CHARLES V. HOFFA, GENERAL PRESIDENT  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS  
25 LOUISIANA AVENUE, N. W.  
WASHINGTON 2, D. C.

|           |               |
|-----------|---------------|
| LOCAL 66  | WILMINGTON    |
| LOCAL 107 | PHILADELPHIA  |
| LOCAL 115 | PHILADELPHIA  |
| LOCAL 156 | PHILADELPHIA  |
| LOCAL 161 | PHILADELPHIA  |
| LOCAL 169 | PHILADELPHIA  |
| LOCAL 187 | PHILADELPHIA  |
| LOCAL 229 | SCRANTON      |
| LOCAL 312 | CHESTER       |
| LOCAL 331 | ATLANTIC CITY |
| LOCAL 343 | PHILADELPHIA  |
| LOCAL 384 | NORRISTOWN    |
| LOCAL 401 | WILKES-BARRE  |
| LOCAL 429 | READING       |
| LOCAL 430 | YORK          |
| LOCAL 483 | PHILADELPHIA  |
| LOCAL 470 | PHILADELPHIA  |
| LOCAL 500 | PHILADELPHIA  |
| LOCAL 623 | PHILADELPHIA  |
| LOCAL 628 | PHILADELPHIA  |
| LOCAL 676 | CAMDEN        |
| LOCAL 784 | MILTON        |
| LOCAL 785 | MILTON        |
| LOCAL 771 | LANCASTER     |
| LOCAL 773 | ALLENTOWN     |
| LOCAL 778 | MAGGABOGG     |
| LOCAL 830 | PHILADELPHIA  |
| LOCAL 880 | WILKES-BARRE  |
| LOCAL 910 | PHILADELPHIA  |

FORGIVE MY DELAY IN ANSWERING YOUR  
LETTER OF JANUARY 24TH ASKING ME TO ATTEND THE  
SEMINAR AT COLUMBIA UNIVERSITY ON THE 28TH.

THE REASON FOR THE DELAY IN REPLYING  
WAS THAT I HAD ANTICIPATED BEING ON VACATION ON  
THAT DATE, BUT DID NOT WANT TO GIVE YOU A DEFINITE  
"NO" UNTIL AFTER THE JOINT COUNCIL ELECTION WAS  
HELD ON FEBRUARY 13TH.

THE RESULTS OF THE ELECTION NOW ENABLE ME TO TAKE THE PLANNED VACATION AND I WILL BE UNABLE TO ATTEND. I HOPE THAT MY DELAY WILL NOT MAKE IT TOO DIFFICULT FOR YOU TO SECURE ANOTHER REPRESENTATIVE.

WITH KINDEST PERSONAL REGARDS.

FRATERNALLY YOURS,

JRR 34

ADMINISTRATIVE FILE  
Columbia University  
X Invitation  
X

January 24, 1961

Mr. John B. Bachman, Vice-President  
International Brotherhood of Teamsters  
N.W. Corner 11th and Chew Streets  
Philadelphia 41, Pennsylvania

Dear Jack:

I am enclosing a copy of a communication from  
Columbia University in the City of New York with  
respect to a Seminar they are running.

Would it be possible for you to attend in my place?  
The date is February 28th.

With best wishes, I am

Fraternally yours,

James R. Hoffa  
General President

JRH/mr

K

29

Columbia University  
in the City of New York  
NEW YORK 27, N. Y.  
GRADUATE SCHOOL OF BUSINESS

January 17, 1961

Mr. James R. Hoffa  
General President  
International Brotherhood of Teamsters  
Chauffeurs, Warehouses & Helpers  
of America  
25 Louisiana Avenue N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

I am sorry that you are unable to accept the invitation to our Labor Seminar on February 28. I well know, however, that your responsibilities are heavy and you have many more pressing obligations.

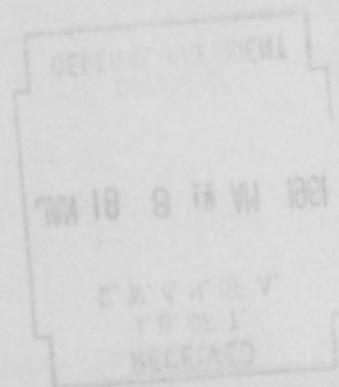
I am very happy to accept your suggestion that Mr. Gibbons or Mr. Backhus attend in your stead. Mr. Gibbons joined in our Seminar two years ago and was the most stimulating participant we had that semester.

We look forward to having either Mr. Gibbons or Mr. Backhus with us on February 28, at the time and place mentioned in my earlier letter.

Sincerely yours,

*James W. Kuhn*  
James W. Kuhn  
Associate Professor of  
Industrial Relations

JWK:mc



✓ADMINISTRATIVE FILE ✓  
Columbia University  
X invitation  
X

January 9, 1961

Mr. James W. Kuhn  
Associate Prof. of Industrial Relations  
Columbia University  
New York 27, N. Y.

Dear Mr. Kuhn:

I am in receipt of your communication of January 6th inviting me to participate in your seminar in industrial relations on February 28.

While I would very much like to cooperate with you in this request, I find that outside speaking engagements have grown to such size that it is necessary for me in increasing instances to turn down these invitations. I am, therefore, unable to agree to participate in this seminar.

If it will be of any assistance to you, I shall be very happy to assign one of our vice presidents to attend in my stead. Let me hear from you on this suggestion.

Very truly yours,

James R. Hoffa  
General President

JRH/yh

Columbia University  
in the City of New York  
NEW YORK 27, N.Y.  
GRADUATE SCHOOL OF BUSINESS

January 6, 1961

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters, Chauffeurs,  
Warehousemen and Helpers of America  
25 Louisiana Avenue N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

Every spring the Columbia University Graduate School of Business offers a seminar in industrial relations consisting of talks by outside speakers from unions, management, and other fields, on current problems and issues in the field of labor.

We are examining in some detail this semester the current state of labor in America. The experience of the Teamsters in recent years is I believe, an important key to understanding the developments in labor law, union organization, and union strength. The Teamsters, the largest union in the country and perhaps the most vital, has been under severe attack and almost continuous investigation for several years. We should very much like to have you discuss with us the problems and policies of the Teamsters. While we should like you to examine for us the causes and effects of attacks upon you and your organization, we would be most interested in your ideas about the place and role of trade unions in our industrial world. From your wide knowledge of labor affairs and from your high office, we are sure that any of your comments and thinking will be a valuable contribution to our studies. I am sure that you will find in the seminar a receptive, interested, and alert group of students.

We should like to have you join the seminar of February 28, though it would be possible to arrange a later date if that should be more convenient. The two hour afternoon session, 4 to 6 p.m., is conducted informally. The group consists of approximately twelve to eighteen graduate majors in industrial relations with sometimes several members of the faculty sitting in as well. Everything said is off the record. After the meeting a small number of us usually adjourn to the Faculty Club for dinner.

RE 3 8 15 150  
COLUMBIA  
LIBRARY  
SECOND

Mr. James R. Hoffa

-2-

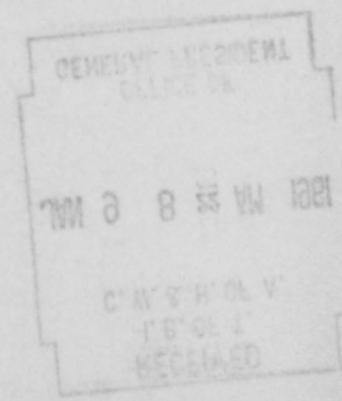
January 6, 1961

We shall, of course, pay any expenses, but unfortunately our limited budget precludes our offering an honorarium. I do hope it will be possible for you to join us.

Sincerely yours,

*James W. Kuhn*  
James W. Kuhn  
Associate Professor of  
Industrial Relations

JWK:me



ADMINISTRATIVE FILE ✓  
Columbia University  
X invitation  
X

November 10, 1960

Mr. Gerald Levy  
Vice President for  
Speaker Relations  
Ferris Booth Hall  
Columbia University  
New York 27, New York.

Dear Mr. Levy:

We have your cordial invitation of November 3, 1960,  
for Mr. Hoffa to address your assembly.

He deeply regrets he will be unable to fulfill any  
commitments for the months of November or December, but  
suggests that he might send a substitute speaker if you  
so desire.

Sincerely,

Joseph Konow, Administrative  
Assistant to the General President  
JK:b



COLUMBIA COLLEGE POLITICAL ASSEMBLY

November 3, 1960

FERRIS BOOTH HALL  
COLUMBIA UNIVERSITY  
NEW YORK 27, N. Y.

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
625 L'Enfant Plaza, Avenue N.E.  
Washington, D.C.

Dear Sir:

The Columbia College Political Assembly is an organization of politically minded undergraduate students at Columbia University. The Assembly sponsors debates and discussions on current issues, in which all shades of political opinion may be, and are, expressed.

The Assembly also sponsors talks by leading contemporary figures, and it is in connection with this latter activity that this letter is written. On behalf of the Assembly, I would like to invite you to speak at a publicized lecture open to the general University public.

If you will consider acceptance of this invitation and, of course, if your schedule permits, we would like to arrange this visit for the latter part of November. Our preference, but not a condition, is that the talk be scheduled for a Thursday evening. In the event that it is impossible for you to arrange a November date, we would be in a position to schedule your talk in December, prior to Thursday, December 15th.

The address may be either a prepared one or of a spontaneous nature and could in either case include a question period. While we assume that your talk will deal with some aspect of the labor situation, we would leave entirely to you just what aspect or area of labor problems or interests you would choose to cover.

I hope that you will find it possible to accept this invitation, and that we may hope for an early reply.

Sincerely,  
Gerald Levy  
Vice President for Speaker Relations

ADMINISTRATIVE FILE

Columbia University  
X Rosen, Sol  
X Dissertation

Columbia University  
in the City of New York  
NEW YORK ST. N.Y.  
SCHOOL OF LAW

March 1, 1960

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

I hope that this short note finds you in the best of health.  
I would appreciate it greatly if you would inform me as soon as possible  
as to what date you will be available to address the Columbia Law School  
Forum. We are in the midst of preparing our spring schedule and would  
like to know the date of your appearance at Columbia Law School.

Sincerely yours,  
*Sol Rosen*  
Sol Rosen, President  
Columbia Law School Forum

Columbia University  
in the City of New York  
NEW YORK 27, N.Y.  
SCHOOL OF LAW

January 5, 1960

Mr. James R. Hoffa  
President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

Thank you for your letter of the 29th of December, 1959, informing the Law School Forum that you have consented to address our group in April of 1960.

The most convenient dates for the Forum are as follows; either April 1st, April 7th, or April 8th 1960. If these dates are inconvenient for you may I suggest April 22, 1959.

The Forum's meetings commence at 12 noon. The guest speaker addresses the group informally for approximately 40-45 minutes. This is followed by a question and answer period whereby the students are permitted to question the speaker on some of the issues he raised in his talk.

The Forum will also sponsor a special luncheon in your honor upon the culmination of your address. Several members of the Columbia Law School Faculty and student body will also be guests of the Forum at this luncheon.

I would appreciate it greatly if you would inform me if the above mentioned arrangements meet with your approval.

Sincerely yours,  
*Sol Z. Rosen*  
Sol Z. Rosen, President  
Columbia Law School Forum

ADMINISTRATIVE FILE  
Columbia University  
Sol Roseen, Sol  
X invitation

December 29, 1959

Mr. Sol Roseen, President  
Columbia Law School Forum  
New York 27, New York

Dear Mr. Roseen:

I shall be very happy to accept your kind  
invitation to address the law school quorum.

At the moment, it appears to me, that I shall  
be available for a date in April 1960, and I suggest  
that you contact me in February concerning same.

Sincerely yours,

James R. Hoffa  
General President

JRH:km

Columbia University  
in the City of New York

NEW YORK 27, N.Y.  
SCHOOL OF LAW

December 14, 1959

Mr. James R. Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue N.W.  
Washington 1, D.C.

Dear Mr. Hoffa:

On behalf of the Columbia Law School Forum I would like to take this opportunity to extend another invitation to you to address the student body of Columbia Law School.

The Law School Forum is an organization of the Columbia Law School whose main function is to invite outstanding individuals to our school to discuss issues of general interest to law students. Some of our past guests include the honorable Jacob Javits, senior United States Senator from New York and Mr. Edward Bennett Williams, noted attorney.

The Forum is preparing its schedule of speakers for the forthcoming semester and would be pleased to add your name to our list of distinguished guests. We contemplate as having as guests speakers the Honorable Chester Bowles and the Honorable Emanuel Celler who are members of the United States Congress. The Forum would like to have you appear at Columbia Law School on any convenient date during the months of February, March or April, or May 1960, excluding February 26th and March 3rd.

The Forum would like you to discuss the future of the labor movement particularly in light of the recent Landrum-Griffith Labor Bill. We are of the opinion that a talk by you, one of the leading labor leaders, would be most informative.

The Forum will also sponsor a special luncheon in your honor upon the culmination of your address. Several members of the Columbia Law School faculty and student body will also be members of the Forum at this luncheon.

I do hope that you will honor us with your presence.

Sincerely yours,  
*Sol Rosen*  
Sol Rosen, President  
Columbia Law School Forum

October 19, 1959

Mr. Sol Rosen, President  
Columbia Law School Forum  
Columbia University  
New York 27, New York

Dear Mr. Rosen:

Thank you for your kind invitation of October 15th.

I deeply regret that my schedule is such as to make it  
impossible for me to undertake any speaking engagements  
for the rest of 1959.

Best wishes, and hope to see you some time in the future.

Very truly yours,

/

James R. Hoffa  
General President

JRM/yk  
JK

Columbia University  
in the City of New York

NEW YORK CITY, N.Y.  
SCHOOL OF LAW

LAW SCHOOL FORUM

October 15, 1959

Mr. James Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue  
Washington 1, D.C.

Dear Mr. Hoffa:

On behalf of the Columbia Law School Forum I would like to take this opportunity to extend an invitation to you to address the student body of Columbia University School of Law.

The Forum is an organization of the Columbia Law School whose main function is to invite outstanding individuals to our school to discuss issues of general interest to law students. Some of our former guests include the Honorable William J. Brennan of the United States Supreme Court and United States Senator Jacob Javits.

The Forum would like to have you discuss some of the problems facing the growth of the labor movement with particular emphasis upon the new labor bill and its impact upon the labor movement. The Forum is of the opinion that a talk by you, one of the noted labor leaders, on this topic, would be most informative.

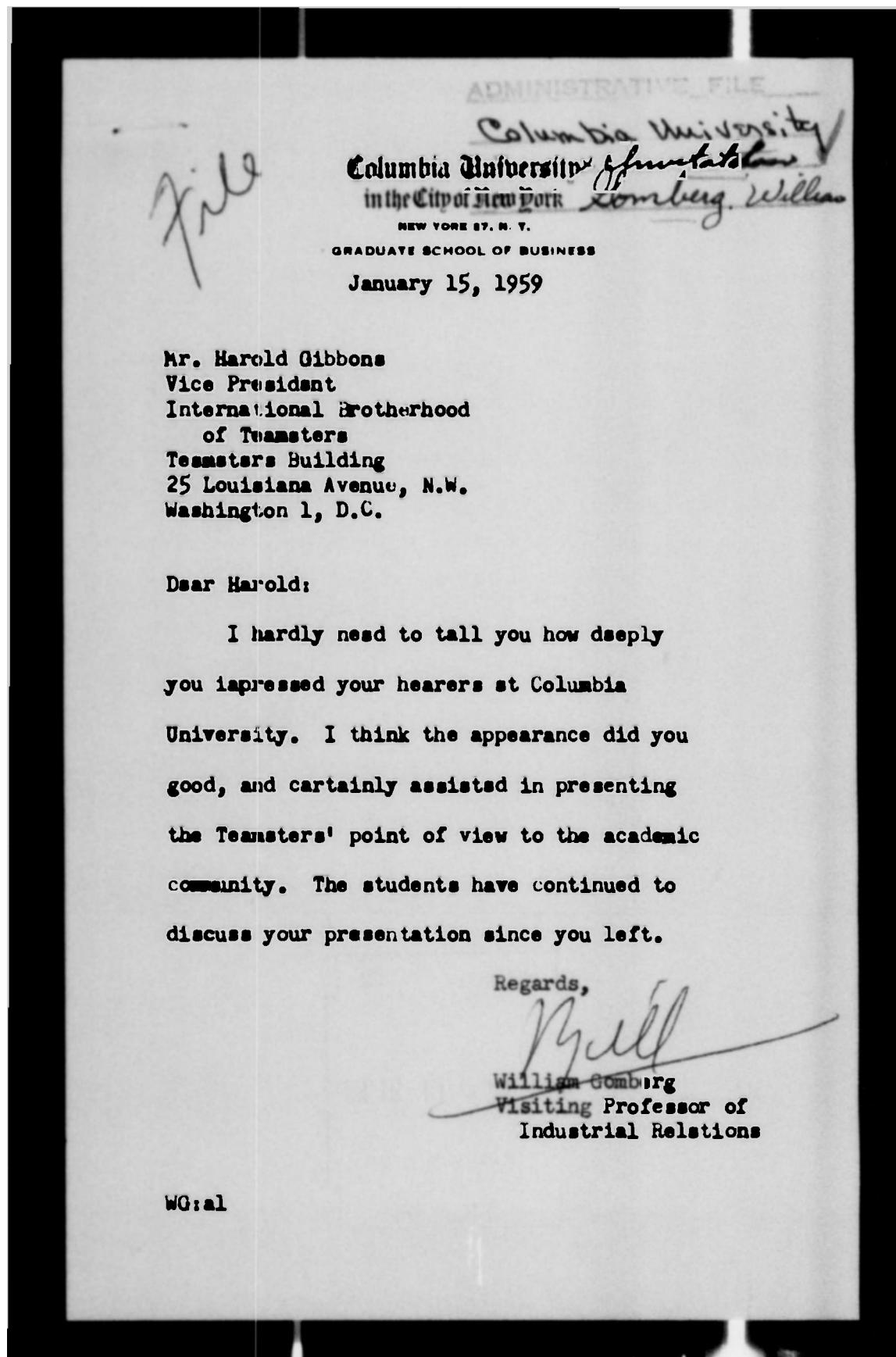
The Forum would like to have you appear at Columbia Law School during the last two weeks of November or the first two weeks of December 1959. Should those dates be inconvenient for you we would appreciate it greatly if you would consent to be our guest on any free date during the school year.

The Forum will also sponsor a special luncheon in your honor upon the culmination of your address. Several members of the Columbia Law School faculty and student body will also be guests of the Forum at this luncheon.

I do hope that you will honor us with your presence.

Sincerely yours,

*Sol Rosen*  
Mr. Sol Rosen, President  
Columbia Law School Forum



Columbia University  
in the City of New York

NEW YORK 27, N. Y.  
GRADUATE SCHOOL OF BUSINESS

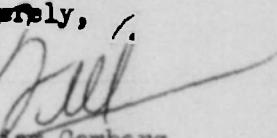
December 16, 1958

Mr. Harold Gibbons  
Vice President  
International Brotherhood  
of Teamsters  
Teamsters Building  
25 Louisiana Avenue, N.W.  
Washington 1, D.C.

Dear Harold:

Just a reminder that we are expecting you here  
at Columbia for our seminar on January 6, 1959.  
I have already given you the instructions for  
getting here, and will be looking forward to  
seeing you at my office at 3:30 p.m. on that  
date.

Sincerely,

  
William Gomberg  
Visiting Professor of  
Industrial Relations

WG:sl

*yaki*

October 7, 1958

Mr. William Gosberg  
Professor of Industrial Relations  
Columbia University  
New York 27, New York

Dear Bill:

Thank you for your letter of September 30th and  
your suggestion that the meeting be set definitely  
for January 6th is agreeable with me.

I will arrange to be at your office before 3:30 P.M.,  
Room 502 B, northeast corner of 116th and Broadway.

Looking forward to seeing you and Addy, I remain

Sincerely,

E. J. Gibbons  
Executive Assistant to  
the General President

EJG/elsb

Columbia University  
in the City of New York  
NEW YORK 27, N. Y.  
GRADUATE SCHOOL OF BUSINESS

September 30, 1958

Mr. Harold Gibbons, Executive Vice President  
International Brotherhood of Teamsters  
Teamsters Building  
Washington, D. C.

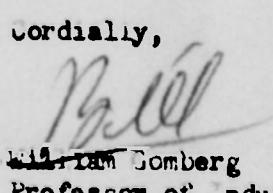
Dear Harold:

You will recall that you agreed to address our Columbia students either Tuesday, January 6th, or January 13th, 1959. Let us make it definitely for January 6th. I want to give it some advance publicity in the Columbia Community.

Our meeting starts at 4:00 P. M. and runs for two hours until 6:00 P. M. We then retire to the Faculty Club for dinner. Both Addy and I look forward to seeing you.

Suppose we agree to meet at 3:30 P. M. in my office. I am located in Room 502 B - Business. It is the building on the northeast corner of 110th Street and Broadway.

Naturally we meet all travelling expenses, and there is a \$50.00 honorarium.

Cordially,  
  
William Comberg  
Professor of Industrial Relations

W.C.:ce

1. ADMINISTRATIVE FILE

Columbia University  
Law School  
Invitation  
x Gomberg, William

Jan. 20, 1958

Mass to: H. J. Cibbone  
Subject: Hoffa Invitation to Columbia University Law School.

As per your request, I have attached a list of probable charges made by Godfrey Schmidt at his earlier appearance before a group of law students at Columbia University.

However, upon reflection, I would like to suggest that in his appearance, President Hoffa begin by saying something to this effect: "I am aware that Godfrey Schmidt has spoken before your group, and has made various charges. We are aware of Mr. Schmidt's tendency to make wild and unsubstantiated charges, and I do not choose to debate these charges with Mr. Schmidt. Instead, it would better serve the interests of truth if I tell you something about the Teamsters Union, its goals and how it operates. Then I invite questions. Speaking to a group of future lawyers, I am prepared for some pretty thorough cross-examination, and I hope your questions will cover the areas covered by Mr. Schmidt."

Then I believe the General President could well enter into a presentation following the same outline as we prepared for him for the City College of New York appearance. Questions and answers would follow.  
(copy attached)

It is my feeling that the principle to be followed is that Hoffa chooses his own ground in his talk, and let the Schmidt charges arise in questioning. Whenever you start trying to answer charges in a speech, it becomes disconnected and not nearly as convincing as Hoffa can do in a question-and-answer exchange.

Basically, I feel that Schmidt's charges are not nearly as difficult to handle as those that are made by more clever people. Schmidt swings too wildly and gives himself away, as, for instance, when he recently told the Young Republicans of New York City, after reciting the "dangers" of Hoffa and the Teamsters, that the "basic evil" is "compulsory unionism."

Hoffa could also point out the fact that Schmidt has been meeting with Seers management at the same time the union is planning an organizing campaign there, and take off similarly against Schmidt's "conflict of interest" situation.

I certainly hope President Hoffa will be able to accept this invitation.

*Take*

Probable Charges by Schmidt

- 1) That the Teamsters union and Hoffa are dominated by gangsters.
- 2) That the election of Hoffa was rigged, ~~in~~ and that dishonest elections are characteristic of the Teamsters.
- 3) That Hoffa runs a "dictatorship" over the International Union.
- 4) That the Teamsters are an economic threat to this country and that they use fear and coercion to ship employers into line.
- 5) That Hoffa has arrogantly refused to adhere to Monitor directives and that he consistently acts against the best interests of public policy.
- 6) That Hoffa's efforts to establish a Conference on Transportation Unity are an effort to extend his power to exercise crippling control over the nation's lifelines.
- 7) That an honest convention is impossible at this time.
- 8) That the Teamsters have offered a bribe to Schmidt to resign as monitor.

*Outline For College Speech*

*File*

- 1) Teamster goals in collective bargaining.
  - a) Area-wide agreements and our reason
  - b) Winning of national minimum wage in trucking and common expiration dates for next round. National uniformity.
  - c) No national tie-up of transportation and railroads.
  - d) Goals in other than trucking: Company-wide agreements, e.g., Safeway, Wards, the drive at Sears.
  - e) The use of Teamster power--for the good of the membership (attitude toward strikes).
- 2) Conference on Transportation Unity.
  - a) Purpose and necessity.
  - b) Inter-union cooperation for good of members and industry.
- 3) Relations with other unions.
  - a) Our attitude of cooperation and instances of cooperation.
  - b) The AFL-CIO top leadership and their reasons for being anti-Teamster.
  - c) Attitude toward solving inter-union squabbles.
- 4) The McClellan Committee.
  - a) The anti-Teamster conspiracy.
  - b) Falsity of corruption charges.
  - c) Kennedy's war against the Teamsters.
  - d) Attitude toward Fifth Amendment.
  - e) Anti-Racketeering Commission.

5) The Board of Monitora.

- a) Our record of compliance and our efforts to improve our union - e.g., trusteeships, bonding, hearings of appeals, etc.
- b) The Mositor-Meany-McClellan tisup.
- c) Validity of our last convention and the coming convention. The case of the "13 rank-and-filers."

6) Our position on labor legislation.

- a) Opposed to govermental intervention in internal affairs of unions.

7) Questions and Answers.

THE INTERNATIONAL LEGAL FRATERNITY

PHI DELTA PHI

STORY INN • KENT HALL

COLUMBIA LAW SCHOOL  
NEW YORK 27, NEW YORK

January 15, 1959

Mr. James Hoffa, President  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N. W.  
Washington, D. C.

Dear Mr. Hoffa:

I have received a copy of a letter from Mr. Edward Bennett Williams to Professor Walter Gellhorn of the Columbia University Law School, stating that Mr. Williams has informed you that Story Inn is most anxious to have you as our luncheon guest and speaker in February. Mr. Williams indicated his hope that you might be able to accept - a hope we most earnestly share.

Our group has recently been exposed to various recollections and accusations of Mr. Godfrey Schmidt. However, I am sure that you will agree that every coin has two sides. As men being trained in the legal profession, we would prefer to see this "coin" in its entirety and thus, not be persuaded to form impressions based on our observation of but one side.

We lunch on Thursdays at noon in the Men's Faculty Club, located at 400 West 117th Street, near the Columbia Campus. Our February meeting dates are the 12th and 26th. If neither of these dates fit your schedule, we could make arrangements for a day in March or April, though I believe one of the earlier dates would be far preferable because of the present lively recollection of Mr. Schmidt's comments.

Story Inn would be delighted to have you as our guest and would be deeply interested in your remarks. In addition to the regular membership, our luncheons are attended by several members of the law school faculty - but absolutely not by any reporters.

Sincerely,

*P. Richard Bauer*

P. Richard Bauer  
Magister

P. Richard Bauer  
414 West 120th Street  
New York 27, New York

Columbia University  
in the City of New York  
(New York 27, N.Y.)  
ORAL HISTORY RESEARCH OFFICE  
104 RUTLER LIBRARY

ADMINISTRATIVE FILE  
Columbia University  
X  
X

23 January 1957

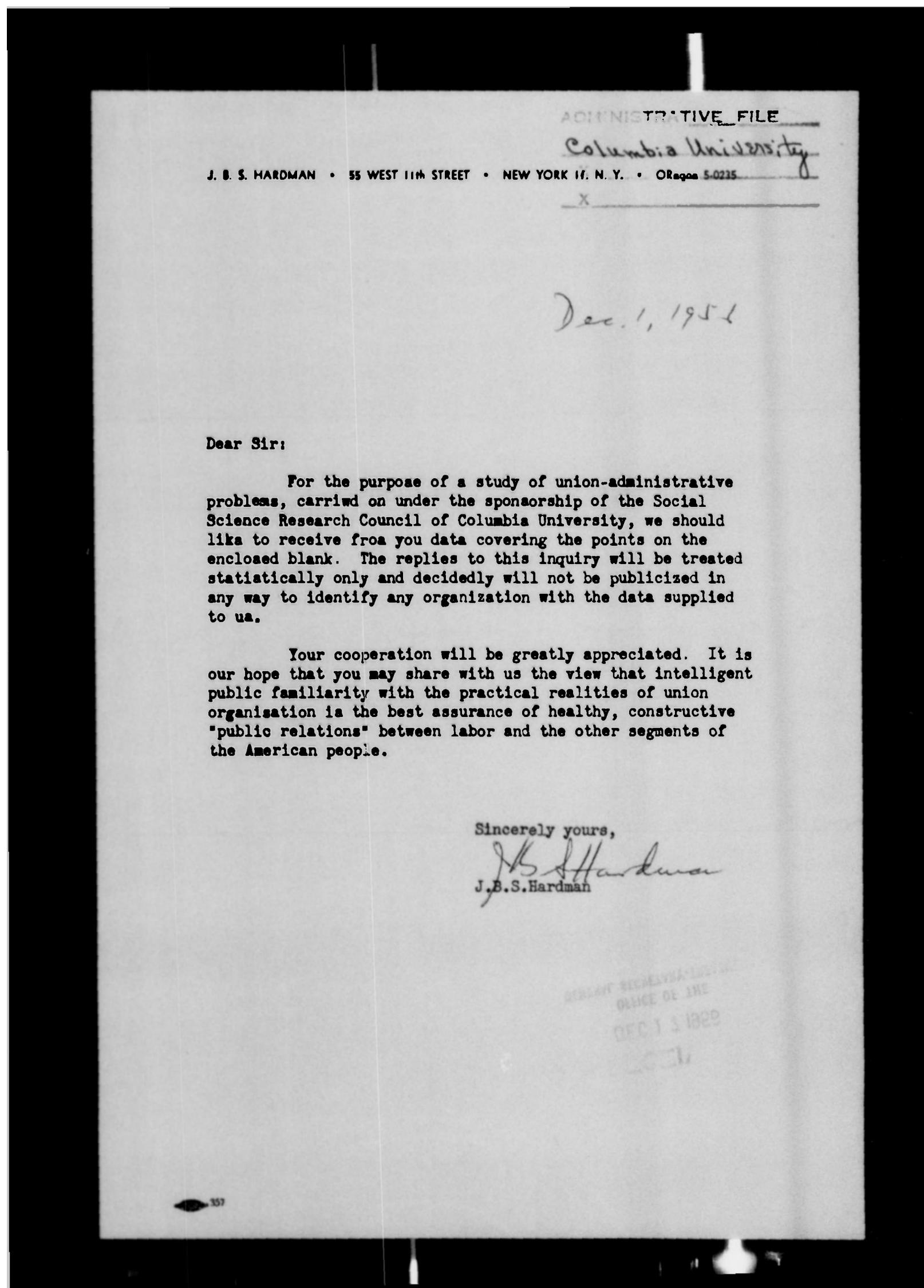
Mr. Dave Beck  
President, International Brotherhood  
of Teamsters  
Hotel Monte Carlo  
Miami Beach, Florida

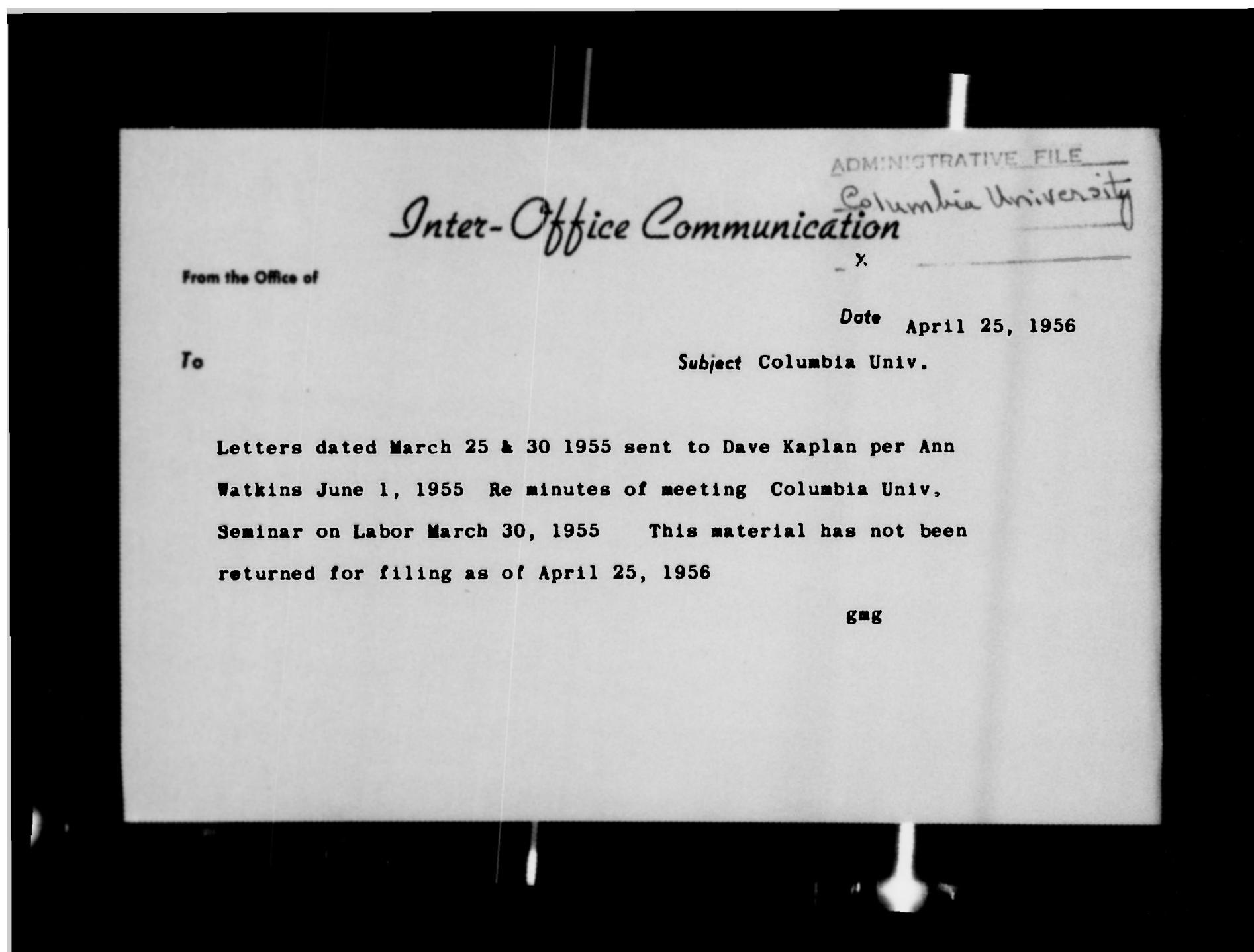
Dear Mr. Beck,

As you know, the Oral History Research Office of  
Columbia University has requested endorsement of its work in the  
field of organized labor by the AFL-CIO Executive Council.

We shall be grateful for any support you can give  
us in securing this endorsement and thus furthering our efforts  
to obtain a documentary history of the organized labor movement.

Cordially yours,  
Donald F. Shaughnessy  
Donald F. Shaughnessy





ADMINISTRATIVE FILE  
Columbia University  
X  
X

March 12, 1956

C  
O  
P  
Y

Mr. James W. Kuhn  
Assistant Professor of  
Industrial Relations  
Columbia University  
New York 27, N. Y.

Dear Mr. Kuhn:

I regret that we have no materials dealing with shop  
stewards as requested in your letter of March 7th. I  
should like to refer you to Mr. Jasas W. Carper,  
Research and Educational Director, Teamsters Local 743,  
220 S. Ashland Blvd., Chicago 7, Illinois. Mr. Carper  
has been directing the development of a training course  
for shop stewards, and may have materials available for  
your use.

The University of Illinois' Institute of Labor and  
Industrial Relations has prepared a pamphlet on  
"Handling Grievances: An Outline Manual for Union Shop  
Stewards and Grievance Committee Men". You may wish  
to write them for a copy.

Very truly yours,

Abraham Weiss  
Economist

AIW:el

S 1065-2036-7-55.

Columbia University  
in the City of New York  
NEW YORK 27, N. Y.  
GRADUATE SCHOOL OF BUSINESS

March 7, 1956

Mr. Abraham Weiss  
Research Director  
International Brotherhood of Teamsters,  
Chaussieurs, Warehousemen and Helpers of America  
25 Louisiana Avenue, NW  
Washington 1, D. C.

Dear Mr. Weiss:

We are beginning a research study of the role of the shop steward in union activities. We should like to find out what you and your union believe are the major responsibilities and duties of the union's job representatives.

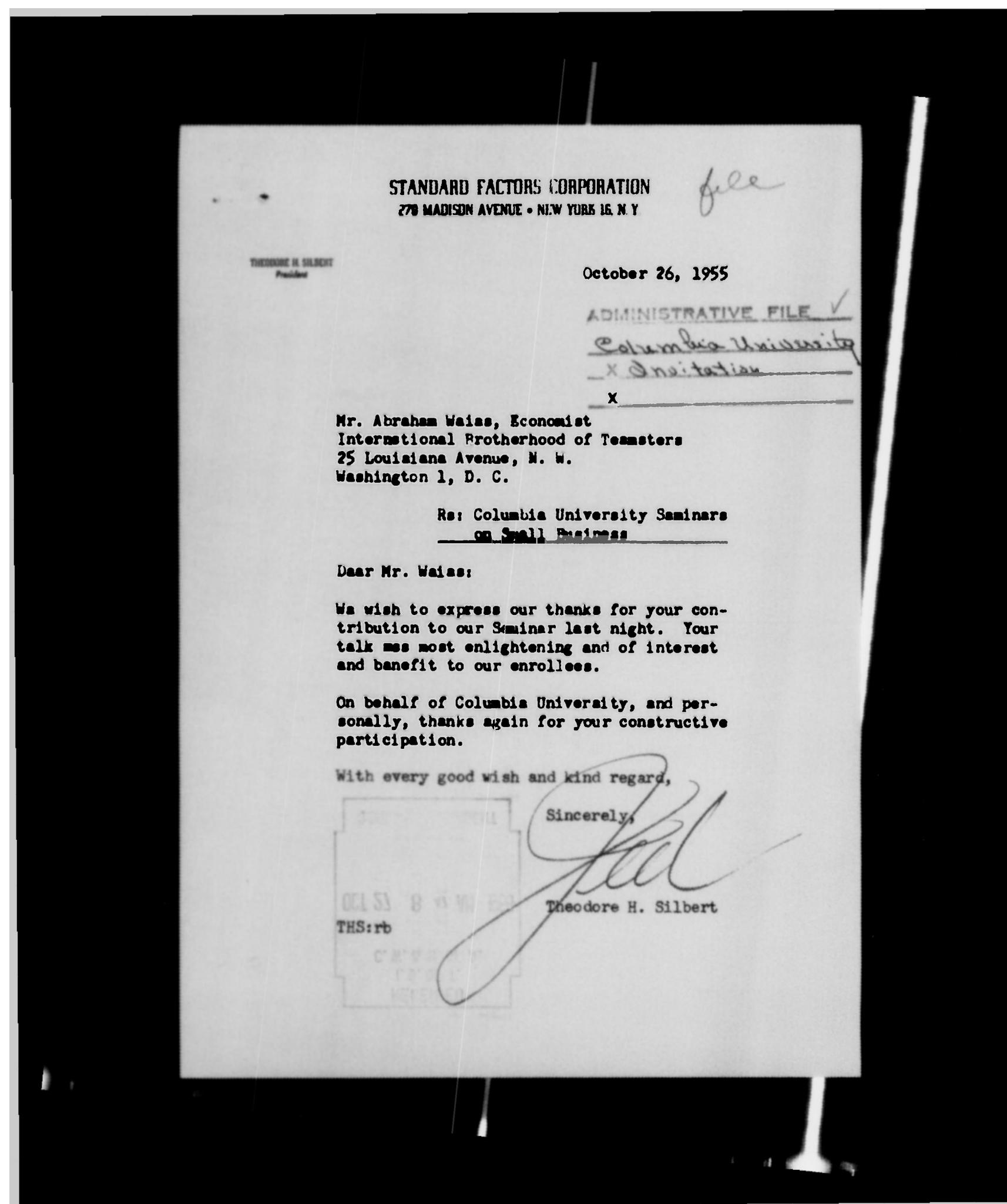
If you could send to us any copies of training manuals, instruction booklets, or other materials prepared for the guidance of the job representatives, we would appreciate it very much. In the absence of such materials, we would find most useful a statement of your own describing the kind of activities you want and expect the steward or corresponding official in your union to perform.

Any suggestions or recommendations that you might like to make about further sources of information on the work of the job representative would be most welcome.

Yours sincerely,  
*James W. Kuhn*  
James W. Kuhn  
Assistant Professor of  
Industrial Relations

JWK:dm





ADMINISTRATIVE FILE  
Columbia University  
X Invitation  
X

October 21, 1955

C  
O  
P  
Y

Mr. Theodora H. Silbert, President  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, N. Y.

Dear Mr. Silbert:

I appreciate your invitation for dinner on  
Tuesday, October 25th, and hope to arrive at your office  
shortly after 5:00 o'clock. My plane from Washington  
arrives at the airport at 4:40.

I am looking forward to meeting you and to  
an interesting evening.

Very truly yours,

Abraham Weiss  
Economist

AW:el

S 1053-29M-7-52.

MURRAY HN 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

THEODORE H. SILBERT  
President



October 19, 1955

Mr. Abraham Waiss, Economist  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N. W.  
Washington 1, D. C.

Re: Columbia University Seminar  
on Small Business

Dear Mr. Waiss:

On the night of your talk, Tuesday, October 25th, we are arranging, subject to your approval, to meet for a preliminary discussion at 5 P.M. at my office. Thereafter, we will arrange to have dinner. During the dinner, we can discuss the format of your talk. You will also have the opportunity to meet your co-panelist and we hope enjoy a leisurely dinner. We, of course, will provide the necessary transportation to Columbia University. We trust you will accept this invitation and we should appreciate receiving an acknowledgment.

In the meantime, if you have any questions you would like to discuss with me, please do not hesitate to telephone.

Kindest regards.

Sincerely,

Theodore H. Silbert

THS:EK

MURRAY HILL 9-4458

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

IZRA J. DEMERSTEIN  
Vice President & Treasurer



September 20, 1955

Mr. Abraham Weiss, Economist  
International Brotherhood of Teamsters  
25 Louisiana Avenue, N.W.  
Washington 1, D. C.

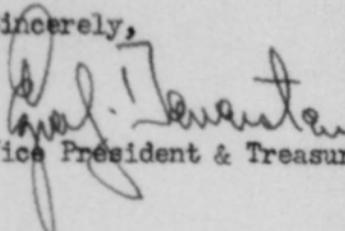
Re: Columbia University Seminars on Small Business

Dear Mr. Weiss:

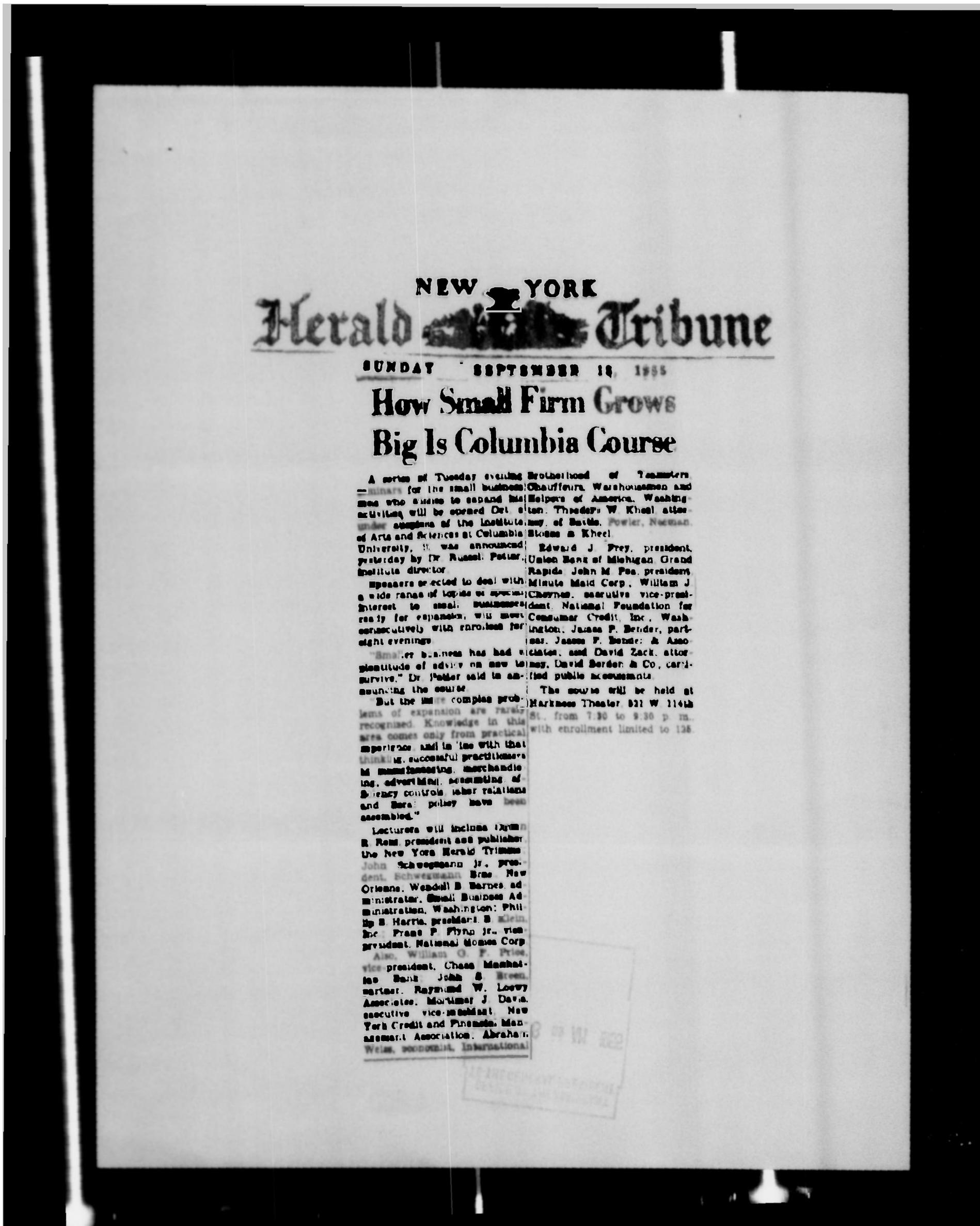
You will find enclosed revised copies of our Program,  
together with preliminary publicity covering the  
Course.

If there are any guests you would like to have present  
the evening of your participation in the Seminar,  
OCTOBER 25, or on any other evening of the series,  
we should be pleased to send you invitation cards,  
upon request.

Sincerely,

  
Izra J. Demerstein  
Vice President & Treasurer

EJD:FG  
ENCS.



NEW YORK  
**Herald Tribune**  
SUNDAY SEPTEMBER 18, 1955

## How Small Firm Grows Big Is Columbia Course

A series of Tuesday evening brotherhood of Teamsters — drivers for the small business Chauffeurs, Warehousemen and men who desire to expand their business. Activities will be opened Oct. 12. Theodore W. Kheel, attorney-in-chief of the Institute of Business, Poetry, Newman University, will be announced; Edward J. Prey, president, yesterday by Mr. Russell Petter, Union Bank of Michigan Grand Institute director.

Speakers selected to deal with minute Main Corp., William J. a wide range of topics of special interest, executive vice-president, to small business; President, National Foundation for Research for expansion, will meet Consumer Credit, Inc., Wash. successively with enrollees for lecture; James P. Bender, partner in the firm of James P. Bender & Associates, James P. Bender, a successful businessman has had success, and David Zack, attorney of advice on new topics, David Bender & Co., carry on. "Dr. Petter told to an invited public assembly, announcing the course.

But the most complex problem, the course will be held at Hartness Theater, 521 W. 114th Street, from 7:30 to 9:30 p.m. with enrollment limited to 125. lectures are varied, from 7:30 to 9:30 p.m. with enrollment limited to 125.

recognizes. Knowledge in this field with enrollment limited to 125.

area comes only from practical

experience and in line with that

which successful practitioners

in manufacturing, merchandise

advertising, personnel, of

factory control, labor relations

and other fields have been

assembled.

Lectures will include Raymond E. Ross, president and publisher of the New York Herald Tribune.

John Schwegmann Jr., president, Schwegmann Bros., New Orleans.

Wendell B. Barnes, administrator, Small Business Administration, Washington.

Philip B. Harris, president, B. Harris Corp.

Eric Prey and Philip Jr., vice

president, National Motor Corp.

Also, William C. Price,

vice-president, Chase Manhattan

Bank; John S. French,

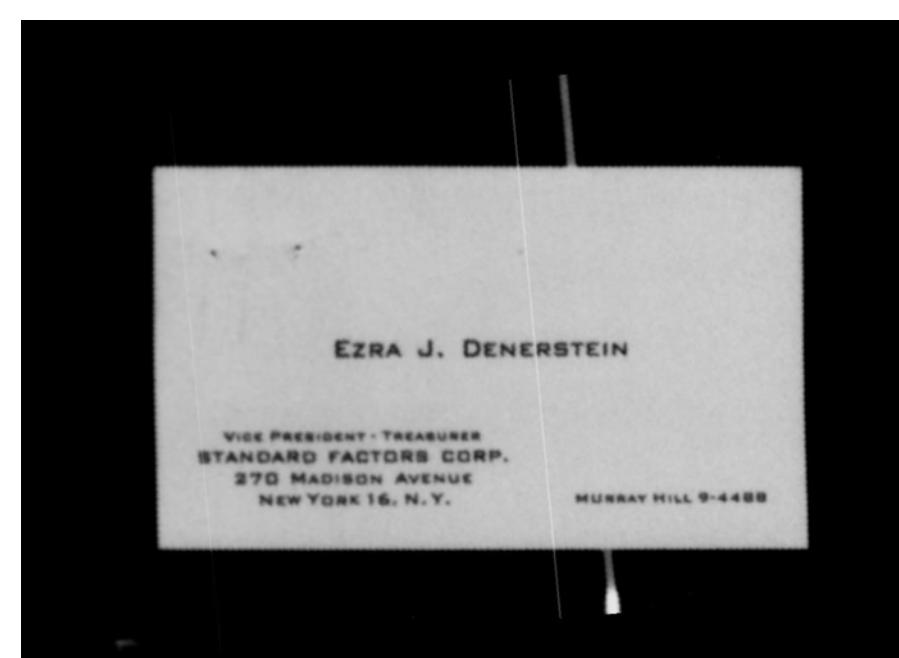
partner, Raymond W. Loewy

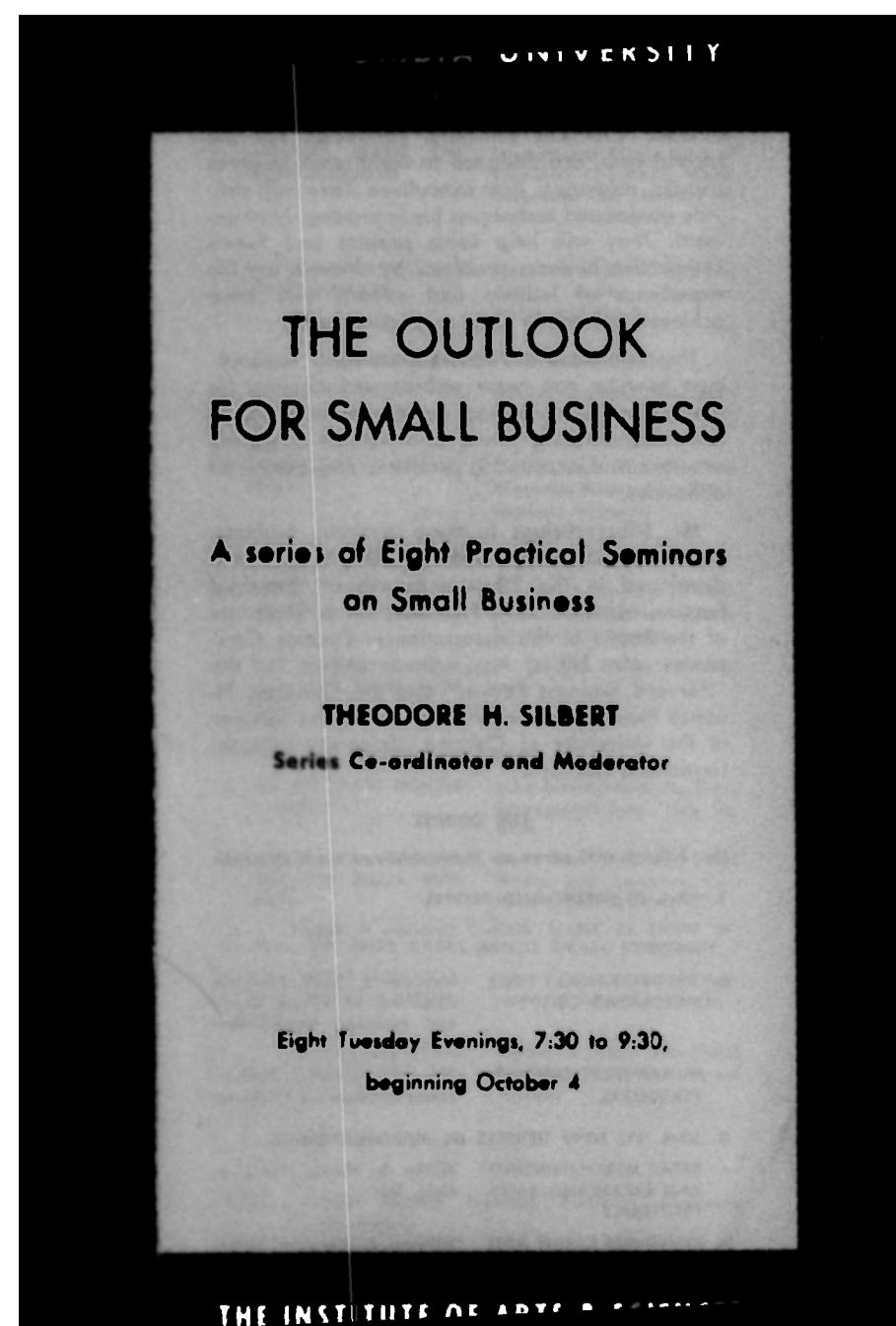
Associates; Mortimer J. Davis,

executive vice-president, New

York Credit and Finance Management Association; Abraham

Weiss, secretary, International





## OUTLOOK FOR SMALL BUSINESS

by THEODORE H. SILBERT

Course Co-ordinator and Moderator; President, Standard Factors Corporation; author and lecturer

These practical seminars, conducted for the second year, are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the smaller businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems and personnel difficulties.

Mr. Silbert brings to these seminars business, commercial banking and financing experience learned in the 23-year growth of Standard Factors, of which he is President. He is Chairman of the Board of the Association of Finance Companies. Mr. Silbert has written articles for the "Harvard Business Review" and the "Business Finance Handbook" and has been a guest lecturer at the University of Chicago, University of California and Harvard.

### THE COURSE

Mr. Silbert will serve as Moderator at each Seminar

#### 1. (Oct. 8) CREDIT AND DEPOSITS

- a. WHAT IS SMALL BUSINESS? Theodore H. Silbert
- b. ESTABLISHING YOUR MERCHANTILE CREDIT Mortimer J. Davis, Executive Vice-Pres., New York Credit and Financial Management Association
- c. HUMAN RELATIONS WITH PERSONNEL James F. Bender, Partner, James F. Bender & Associates

#### 2. (Oct. 15) NEW DEVICES IN MERCHANDISING

- a. RETAIL MERCHANDISING AND EXPANDING SALES PROFITABLY Philip S. Harris, Pres., S. Klein, Inc.
- b. CONSUMER CREDIT AND CHARGE ACCOUNTS TO EXPAND SALES William J. Chryney, Exec. Vice-Pres., National Foundation for Consumer Credit, Washington

#### 3. (Oct. 22) GROWING PROFITABLY

- a. PROBLEMS OF A GROWING BUSINESS Fred Flynn, Vice-Pres., Nations Homes Corporation
- b. OPERATING A SMALL BUSINESS PROFITABLY John M. Fox, Pres., Minute Maid Corporation

#### 4. (Oct. 29) LABOR AND SMALLER BUSINESS

- a. EFFECT OF QUARANTINED ANNUAL WAGE ON SMALL BUSINESS Abraham Weis, Economist, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, Washington

- b. LABOR LAWS AFFECTING YOUR BUSINESS Theodore W. Kheel, Attorney, Bottie, Fowler, Neaman, Stokes and Kheel

#### 5. (Nov. 5) INCREASING WORKING CAPITAL

- a. HOW TO QUALIFY FOR BANK LOANS Kenton Cravens, Pres., Merchantile Trust Co., St. Louis, Missouri
- b. INSTALLMENT FINANCING Carl M. Flora, Vice-Pres., First Wisconsin National Bank, Milwaukee, Wisconsin

#### 6. (Nov. 12) PEEKING INTO THE FUTURE

- a. FEDERAL GOVERNMENT AIDS TO SMALL BUSINESS Wendell B. Barnes, Administrator, Small Business Administration, Washington
- b. THE ECONOMIC OUTLOOK FOR SMALL BUSINESS Dr. O. Glen Saxon, Yale University

#### 7. (Nov. 19) PRICES AND TAXES

- a. ARE DISCOUNT HOUSES A MENACE? John Schwagmann, Jr., Pres., Schwagmann Bros., New Orleans
- b. TAXES AND ACCOUNTING FOR SMALL BUSINESS David Zech, Attorney, David Borden and Company, Certified Public Accountants

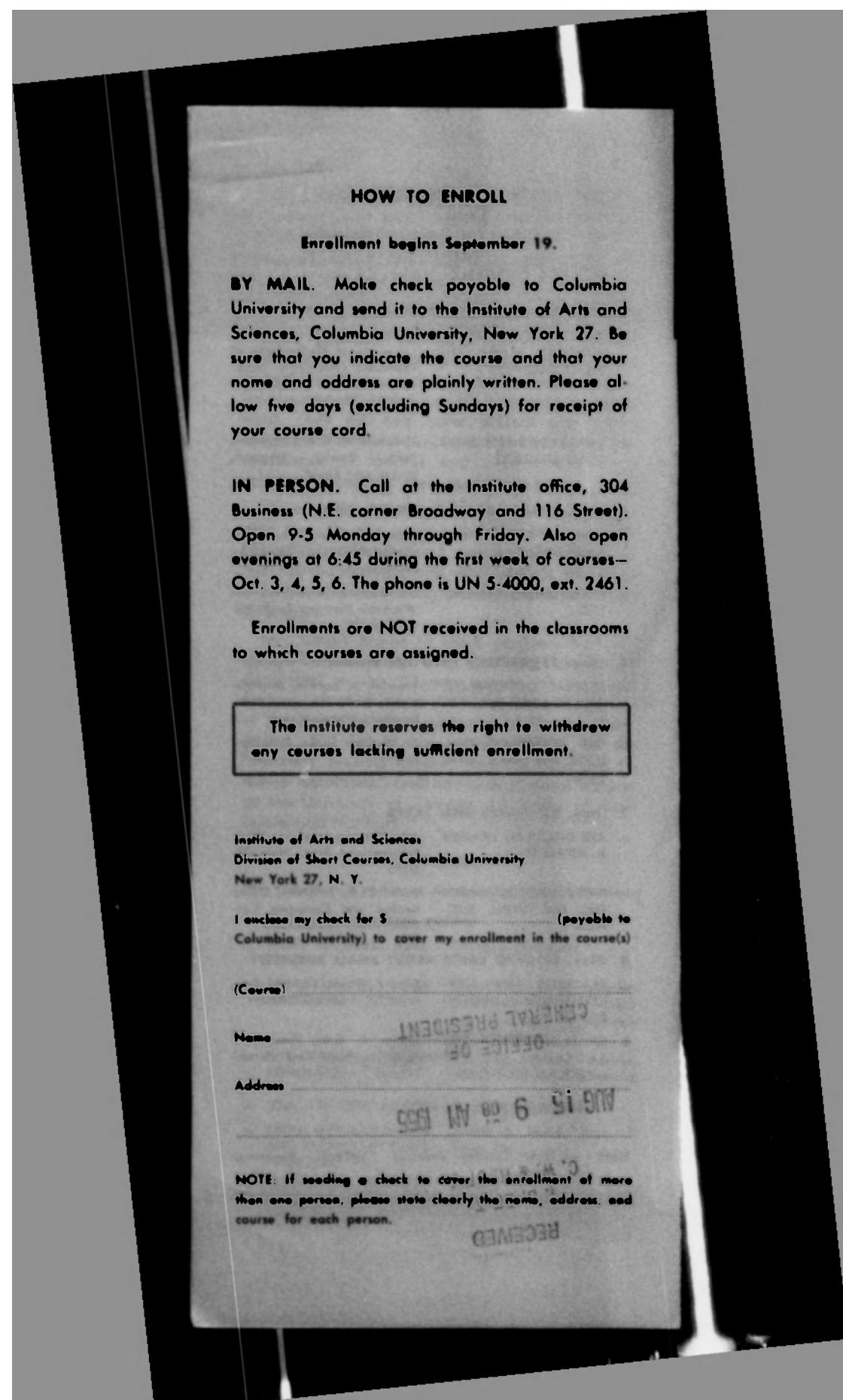
#### 8. (Nov. 26) WHO CARES ABOUT SMALL BUSINESS?

- a. REACHING NEW MARKETS THROUGH DESIGNING John B. Breen, Partner, Raymond W. Loewy Associates
- b. SMALL BUSINESS — THE BACKBONE OF THE AMERICAN ECONOMY Ogden R. Reid, Pres., and Publisher, New York Herald Tribune

TIME — Eight Tuesday Evenings, 7:30-9:30, beginning October 4.

PLACE — Markess Theater, 521 West 11th Street (between Broadway and Amsterdam)

FEE — \$25.



ADMINISTRATIVE FILE ✓

Coronado University  
X Invitation  
X

July 29, 1955

C

Mr. Theodora H. Silbert  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, New York

Dear Mr. Silbert:

O  
P  
V

I am looking forward to the opportunity to participate in your seminar on small business, October 25th. As you requested, I am enclosing an 8 x 10' photograph.

I should appreciate your advising me how long you would like me to speak and whether the seminar includes a question and answer period. I should also appreciate it if any publicity would refer to me as Economist rather than Chief Economist.

Very truly yours,

Abraham Waiss  
Economist

AIW:el  
Enclosure

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

THEODORE H. SILBERT  
*President*



July 19, 1955

Mr. Abraham Weiss  
International Brotherhood of Teamsters,  
Chauffeurs Warehousemen & Helpers of America  
100 Indiana Avenue, N. W.  
Washington 1, D. C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Weiss:

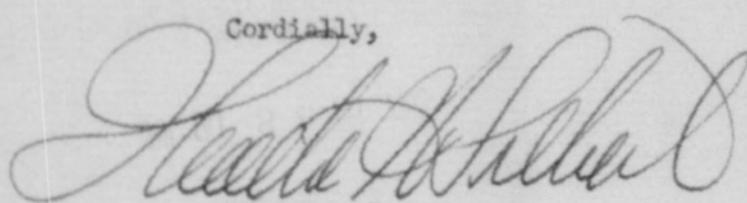
It is our pleasure to send you the enclosed tentative program of our Seminars on Small Business. As soon as the final printed bulletins are available through Columbia University, we will send you several copies. Please reserve the date and note your topic in your diary.

If you have not as yet sent us a biographical sketch concerning yourself, please do so by return mail. An 8 x 10 glossy black and white photograph would likewise be appreciated.

Kindly sign and return the enclosed self-addressed card.

Several weeks prior to the commencement of the Seminars, the undersigned will take the liberty of either calling on you or communicating with you with respect to various details of the program.

Should you wish to telephone me or write to me for any additional information, in advance of my communicating with you, please do not hesitate to do so.

Cordially,  


T.H.S:PG  
ENCS.

Theodore H. Silbert

ADMINISTRATIVE FILE ✓

Columbia University

X Administration

X

25 Louisiana Ave., N. W.

July 18, 1955

Mr. Thaddeus H. Silbert, President  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, N. Y.

Re: Columbia University Seminars  
on small business

Dear Mr. Silbert:

Mr. Dave Bock has referred to me your letter of July 13, in which you request biographical information about me. Prior to joining the Teamsters as an economist, I was Director of the Office of Economic Analysis of the Wage Stabilization Board. My work experience prior to that included collective bargaining research for the Bureau of Labor Statistics of the U. S. Department of Labor; employment with a firm of labor and industrial consultants; specializing in health and welfare and pensions; and teaching.

I am a graduate of Brooklyn College with graduate work at Columbia University and a Master's degree in Economics at Georgetown University, Washington, D. C.

I trust this will provide you with sufficient background data. I am looking forward to receiving further details of your program.

Very truly yours,

Abraham Weiss  
Economist

AW:el

*Al Weiss*

Murray MH 9 4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

THEODORE H. SILBERT  
*President*



July 13, 1955

Mr. Dave Beck  
International Brotherhood of Teamsters,  
Chauffeurs Warehousemen & Helpers of America  
100 Indiana Avenue, N.W.  
Washington 1, D.C.

Re: Columbia University  
Dear Mr. Beck:- Seminars on small  
business

Thank you for your letter of June 27th with regard to  
having your Mr. Abraham Weiss appear as a panelist.

Would you be good enough to send us a biographical  
sketch and any public relations material you may  
have concerning Mr. Weiss? This background informa-  
tion is necessary with respect to his participation  
in our seminar this fall. We would appreciate  
receiving this data as soon as possible so that we  
may proceed with the preparation of our program.

As to his topic for discussion, we will contact you  
just as soon as we have formulated our plans.

Sincerely,

*Theodore H. Silbert*  
Theodore H. Silbert

THS:AB

✓ ADMINISTRATIVE FILE  
Columbia University  
X Education  
X

June 27, 1955

Mr. Theodore H. Silbert, President  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, New York

Dear Mr. Silbert: Columbia University Seminars  
on Small Business

This is to acknowledge your letter of June 16 in which you request my participation in your meetings during the month of October. I want to make particular reference to the last paragraph of your communication and say that, much as I should like to give you a definite commitment, such as I should like to give you a definite commitment, such as is not possible at this time. There are a number of labor meetings scheduled in the fall and October is usually a very busy month. It could be that I would be free during those days of your meetings and, if so, I should be pleased to accept. However, since you must prepare your program without delay, I shall have to decline. I might suggest that if you would care to have us designate a substitute from this organization, you might consider Abraham Weiss, who is our Economist and who replaced David Kaplan.

Sincerely yours,

DB:aw  
a

FROM THE OFFICE OF  
DAVE RECK, GENERAL PRESIDENT  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS  
17

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N.Y.

THEODORE H. SILBERT  
President



June 16, 1955

Mr. Dave Beck, General President  
International Brotherhood of Teamsters,  
Chauffeurs, Warehousesmen and  
Helpers of America  
100 Indiana Avenue, W. W.  
Washington 1, District of Columbia

Re: Columbia University Seminars  
on Small Business

Dear Mr. Beck:

Columbia University has asked me to repeat a series of SMALL BUSINESS SEMINARS that will focus attention on some of the perplexing problems confronting the smaller businessmen today and that will bring to him expert opinion and advice on these problems. I have accepted this assignment, feeling that it is an honor and that much good will accrue to our business community from such a series of seminar-discussions.

May I enlist your active participation this year in one of these important seminars, along the lines of last year's series, an outline of which is enclosed. We feel that your participation will make our seminar a success.

The seminars will be held on seven consecutive week-day evenings beginning early in October, during the hours of 7:30 to 9:30. At each I shall serve as moderator; there will be two members of the panel; ample time will be allowed for questions and discussion. Not more than a few hours of your time will be required of an evening convenient to you.

While this series does not begin until the Fall, it is necessary to complete the program immediately. I, therefore, hope to receive an early and favorable reply from you.

Sincerely,

Theodore H. Silbert  
Seminar Co-ordinator

TBS:GN  
EBC.

Columbia University in the City of New York

ANNOUNCES A SERIES OF PRACTICAL SEMINARS ON

## Current Problems of Small Business



THEODORE H. SILBERT  
FRES. STANDARD  
FACTORS CORP.  
CHMN. ASSEN. DIS.  
CO'S. INC.  
Course Coordinator  
and Moderator

JAMES F. BANDES  
FRES. NAT'L. INT'L.  
HUMAN RELATIONS  
*Best Out of Employees  
& Sales Force*



THEODORE H. SILBERT, Series Coordinator and Moderator

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the small businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, labor, advertising and working capital requirement difficulties.



BEARDSLEY RUML  
CONSULTANT  
*Expanding in the  
Present Economy*

HENRY OMERBYM  
V.P. BOEHL & JACOB  
*How To Use  
Advertising*

PHILIP S. HARRIS  
PRES., L. REIFIN, INC.  
*Expanding Retail Sales*

HON. EMANUEL CELLER  
CONGRESS OF THE U.S.  
*Impact of Mergers on  
Small Business*

W. R. WRIGHT  
STEVENS, JORDAN &  
HABIBSON, INC.  
*Successful Cost  
Control Techniques*

FENTON B. TURCK  
PRES., F. B. TURCK & CO.  
*Distribution Headache*

WM. F. KELLY  
EXBG. V.P.  
THE PENN. CO.  
*What Your Banker  
Can Do For You*



J. ANDREW FAINTER  
V.P. NATIONAL CITY  
BANK, N.Y.  
*Instalment Financing  
Raise More Capital*

WILLIAM J. CHEYNEY  
EXEC. V.P. NAT'L.  
FOUND. CONSUMER  
CREDIT, INC.  
*More Capital via  
Charge Accounts*

JOHN SCHWEGMANN, JR.  
PRES., SCHWEGMANN  
BROS.  
*Avoid Fair Trade and  
Prosper*

J. W. CERVENKA  
ASST. TO THE V.P.  
SUNBEAM CORP.  
*Fair Trade, Salvation  
of Small Business*

HOWARD S. CULLMAN  
CHMN. PORT OF N.Y.  
AUTHORITY  
*Business Planning in  
Changing Times*

MAX BLOCK  
CPA  
*Fundamental Account-  
ing and Financial  
Policies*

A. L. TROTTA  
DIRECTOR, NAT'L.  
RETAIL DRY GOODS  
AM'N.  
*Credit Mgmt. of  
Retail Sales*



A. FREDERICK OLSEN  
INT'L. REVENUE SERVICE  
U.S. TREAS. DEPT., N.Y.  
*Tax Problems of  
Growing Businesses*

J. S. SKIDMAN  
*Revised Internal  
Revenue Code and  
Small Business*

WENDELL B. BARNES  
ADMINISTRATOR, SPA  
WASH. D.C.  
*Small Business and the  
Federal Government*

HENRY B. HANSEN  
N.A.M.  
*Small Businessmen—  
Self Help*

THEODORE W. KHERI  
ATTORNEY  
*What You Can Do  
Under the Labor Laws*

HOWARD D. SAMUEL  
EXEC. DIRECTOR,  
SIDNEY HILLMAN  
FOUNDATION  
*How Small Business  
Can Live With Unions*

DAVE BECK  
GENERAL PRESIDENT  
INT'L. TEAMSTERS  
*Negotiating With the  
Union*

Columbia University in the City of New York announces a Series of Practical Seminars on Small Business  
The Institute of Arts and Sciences (Division of Short Courses) Tuesday evenings, 7:30 to 9:30, beginning October 5, 1954  
Harkness Theatre, 321 West 114th Street

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N.Y.

THEODORE H. SILBERT  
President



ADMINISTRATIVE FILE ✓  
Columbia University  
X Silbert, Theodore H.  
X

November 24, 1954

Mr. David Kaplan, Chief Economist  
International Brotherhood of Teamsters,  
Chauffeurs, Warehousemen & Helpers  
of America  
100 Indiana Avenue, N.W.  
Washington 1, D.C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Kaplan:

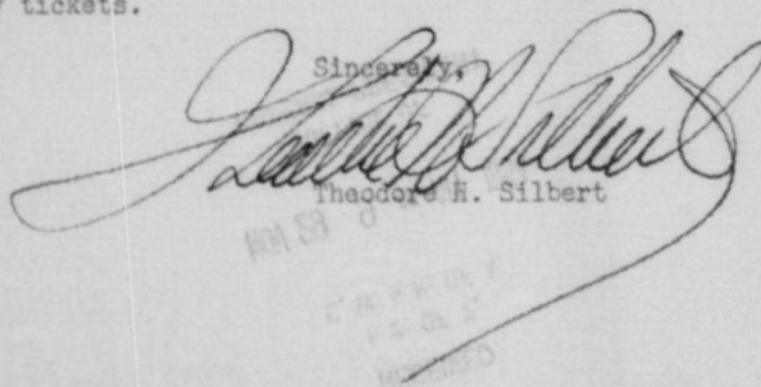
On the night of your talk, Tuesday, November 30th, we are arranging, subject to your approval, to meet for a preliminary discussion at 5:00 P.M. at my office. Thereafter, we will arrange to have dinner. During the dinner, we can discuss the format of your talk. You will also have the opportunity of meeting your co-panelists and we hope enjoy a leisurely dinner. We, of course, will provide the necessary transportation to Columbia University. We trust you will accept this invitation and we should appreciate receiving an acknowledgment.

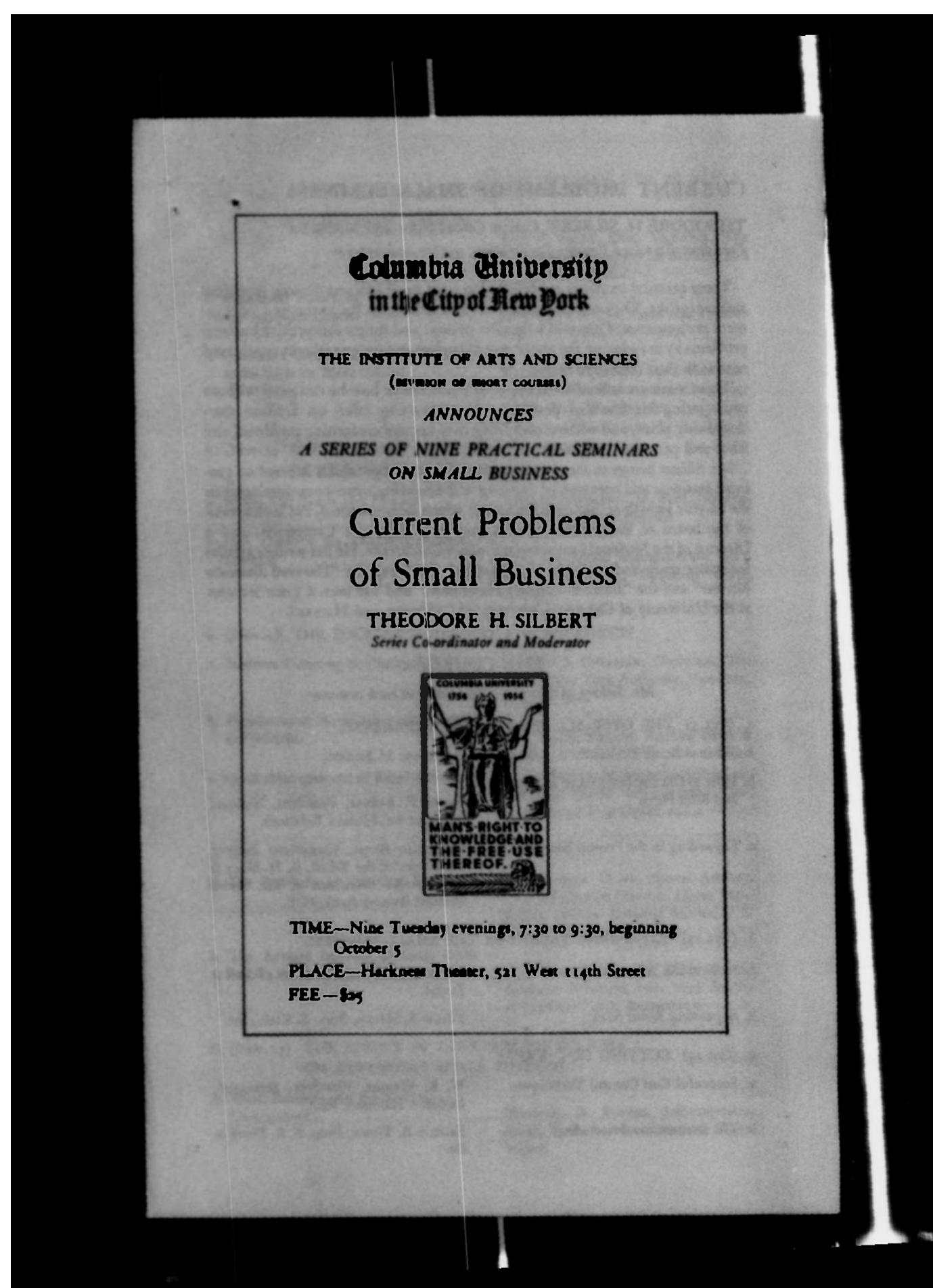
If you would care to send me an outline of your talk, this would be appreciated. In the meantime, if you have any questions you would like to discuss with me, please do not hesitate to telephone.

Should you wish to invite a few of your friends to be present on the night of your participation in the Seminar, I would be pleased to make available to you, upon request, several complimentary tickets.

THS:EK

Sincerely,

  
Theodore H. Silbert



## CURRENT PROBLEMS OF SMALL BUSINESS

THEODORE H. SILBERT, Course Co-ordinator and Moderator  
*President, Standard Factors Corporation; author and lecturer*

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in these respective fields.

These seminars will advise the smaller businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, and labor and personnel difficulties.

Mr. Silbert brings to these seminars sound knowledge which is based on personal business and commercial banking and financing experience developed in the 22-year growth of Standard Factors, of which he is president. He is chairman of the board of the Association of Commercial Discount Companies, and a Director of the National Commercial Finance Conference. He has written articles for many trade and professional magazines, including the "Harvard Business Review" and the "Business Finance Handbook," and has been a guest lecturer at the University of Chicago, University of California and Harvard.

### THE COURSE

*Mr. Silbert will serve as Moderator at each seminar*

#### 1. (Oct. 1) THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business?
- b. How to Get the Best Out of Employees and Sales Force

THEODORE H. SILBERT

James P. Barnes, President, National Institute for Human Relations

- c. Expanding in the Present Economy

BRADLEY RUMMEL, Consultant, Former Chairman of the Board, B. H. Macy & Co. Former Chairman of the Board, Federal Reserve Bank, N.Y.

#### 2. (Oct. 15) EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising
- b. Expanding Retail Sales

HARRY CHAMANIAN, Vice-Pres., Bozell & Jacobs

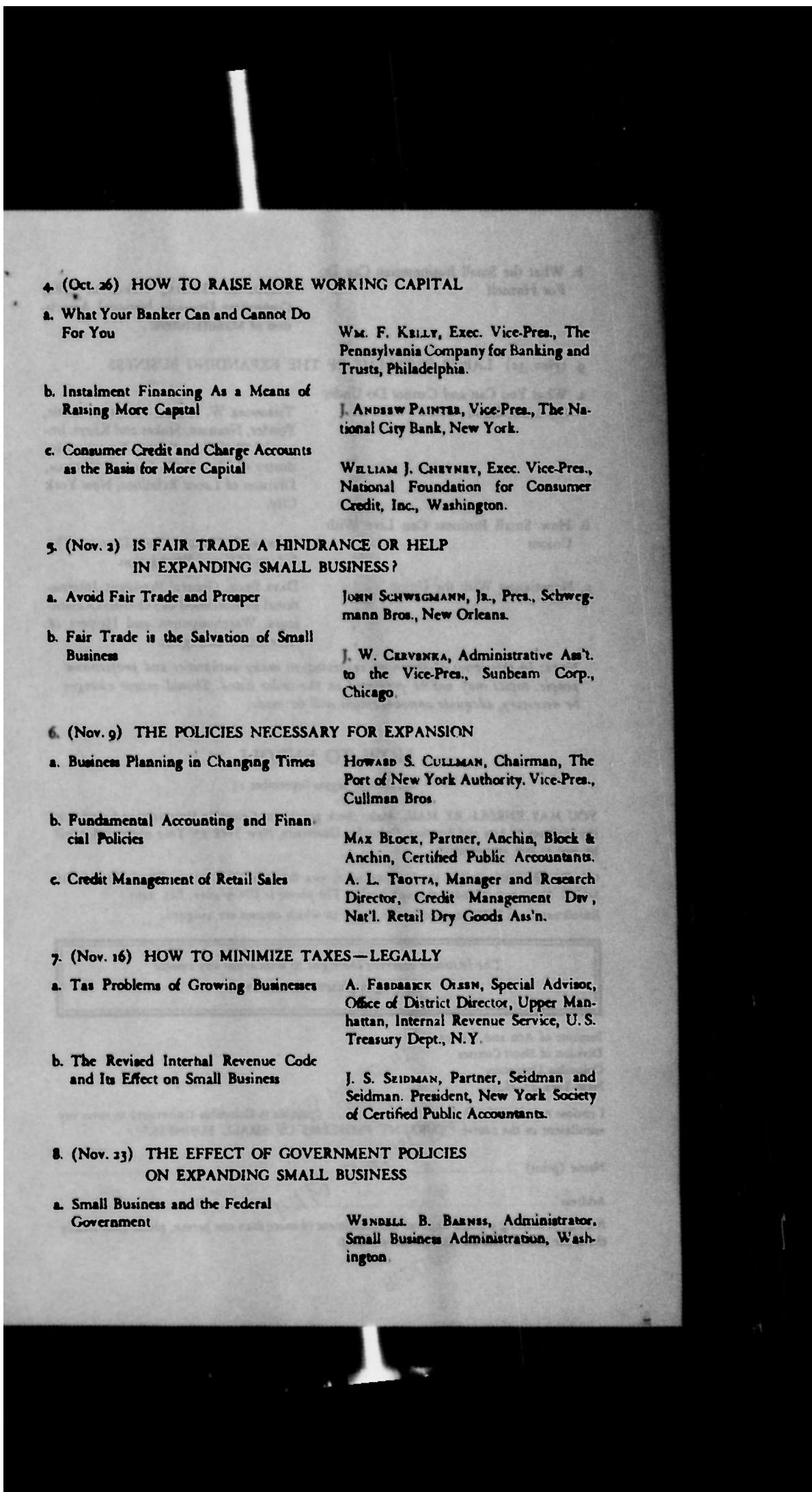
PHILIP S. HABIN, Pres., S. Klein, Inc.

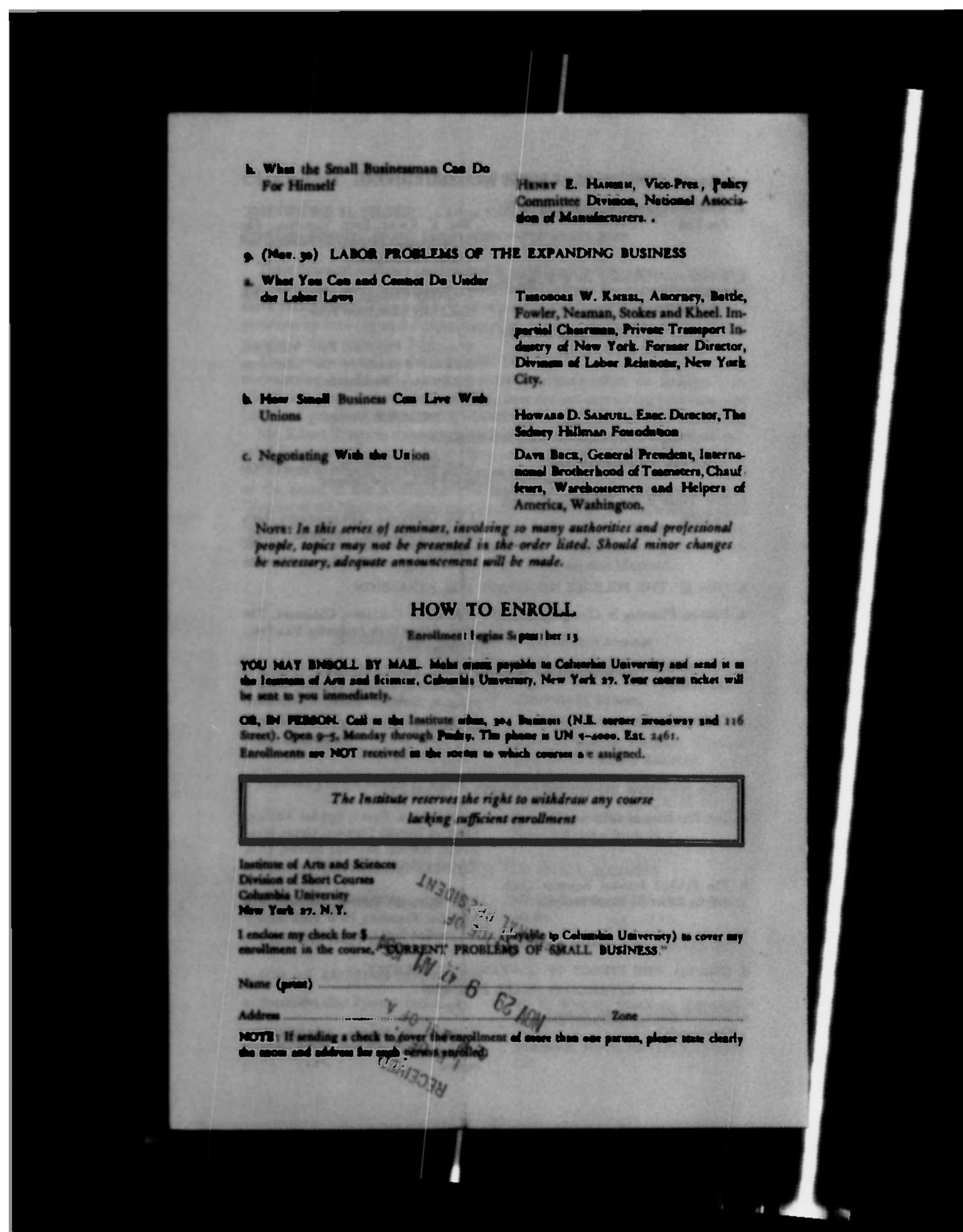
#### 3. (Oct. 19) CUTTING OUT WASTE

- a. Successful Cost Control Techniques
- b. The Warehouse Headache

W. R. WAGGONER, Vice-Pres., Stevenson, Jordan & Harrison, Inc.

PAUL B. TURCK, Pres., P. B. Turck & Co.





Dave

I'd like to talk  
to you about this  
in terms of the  
"pitch".

AR.

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

THEODORE H. SILBERT  
*President*



November 15, 1954

Mr. Dave Beck, General President  
International Brotherhood of  
Teamsters, Chauffeurs  
Warehousemen & Helpers of America  
100 Indiana Avenue, N. W.  
Washington 1, D. C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Beck:

Thank you for your letter of November 12th.

We are sorry that you will not be with us, but will be very pleased to have Mr. Dave Kaplan on our program.

Could you have Mr. Kaplan send us an outline of his talk, which should be geared to the interest of small businessmen, together with any biographical background data on himself which we can utilize?

With every good wish and kind regard,

Sincerely,

*Theodore H. Silbert*  
Theodore H. Silbert

TBS:am

Columbia University in the City of New York

ANNOUNCES A SERIES OF PRACTICAL SEMINARS ON

## Current Problems of Small Business



THEODORE H. SILBERT, PRES. STANDARD FACTORS CORP.  
JAMES P. DEMARCK, PRES. NAT'L. INST. HUMAN RELATIONS  
*How To Get Out of Employee & Sales Power*



THEODORE H. SILBERT, Series Coordinator and Moderator

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the small businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, labor, advertising and working capital requirement difficulties.



BEARDLEY BURN, CONSULTANT  
*Expanding in the Present Economy*  
HENRY ODEMEYER, V.P. DELL & JACKS  
*How To Use Advertising*  
PHILIP S. HARRIS, PRES. L. ELGIN, INC.  
*Expanding Retail Sales - Impact of Mergers on Small Business*  
HON. EMANUEL CELLER, CONGRESS OF THE U.S.  
*Impact of Mergers on Small Business*  
W. R. WRIGHT, STEVENS, JORDAN & HARRISON, INC.  
*Successful Cost Control Techniques*  
FENTON B. TURCK, PRES. P. B. TURCK & CO.  
*Distribution Headache*  
WM. F. KELLY, EXEC. V.P. THE PENN. CO.  
*What Your Banker Can Do For You*



J. ANDREW PANTHER, V.P. NATIONAL CITY BANK, N.Y.  
*Investment Financing to Raise More Capital*  
WILLIAM J. CHEYNEY, V.P. NAT'L. FOUND. CONSUMER CREDIT, INC.  
*More Capital via Charge Accounts*  
JOHN SCHWEGMANN, JR., J. W. CERVENKA, ASST. TO THE V.P.  
PRES. SCHWEGMANN BROS.  
*Avoid Fair Trade and Prosper*  
HOWARD S. CULLMAN, CHM. POST OF N.Y. AUTHORITY  
*Business Planning in Changing Times*  
MAX BLOCK, C.P.A.  
*Fundamental Accounting and Financial Policies*  
A. L. TROTTA, DIRECTOR, NAT'L. RETAIL DRY GOODS ASS'N.  
*Credit Mgmt. of Retail Sales*



A. FREDERICK OLIPHANT, INT. REVENUE SERVICE U.S. TREAS. DEPT. - N.Y.  
*Tax Problems of Growing Businesses*  
J. S. SEDMAN, C.P.A.  
*Revised Internal Revenue Code and Small Business*  
WENDELL B. BARNES, ADMINISTRATOR, BIA WASH., D.C.  
*Small Business and the Federal Government*  
HENRY B. HANSEN, V.P. POLICY COMM. DIV. N.A.M.  
*Small Business and the Small Businessman - Self Help*  
THEODORE W. KHEEL, ATTORNEY  
*What You Can Do Under the Labor Laws*  
HOWARD D. SAMUEL, EXEC. DIRECTOR, SIDNEY HILLMAN FOUNDATION  
*How Small Business Can Live With Unions*  
DAVE BECK, GENERAL PRESIDENT, INT'L. TEAMSTERS FOUNDATION  
*Negotiating With the Union*

Columbia University in the City of New York announces a Series of Practical Seminars on Small Business  
The Institute of Arts and Sciences (Division of Short Courses) Tuesday evenings, 7:30 to 9:30, beginning October 5, 1954  
Harkness Theatre, 521 West 114th Street

ADM - 1100 FILE  
Columbia University  
X Silbert, Theodore M.  
X

November 12, 1954

Mr. Theodore M. Silbert  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, New York

Dear Mr. Silbert:

I regret very much that unforeseen developments have arisen which make it impossible for me to be with you at the November 10th Seminar on Current Problems of Small Business. I had been looking forward keenly to this evening and to discussing this interesting problem with Small Business Owners, Managers and Executives.

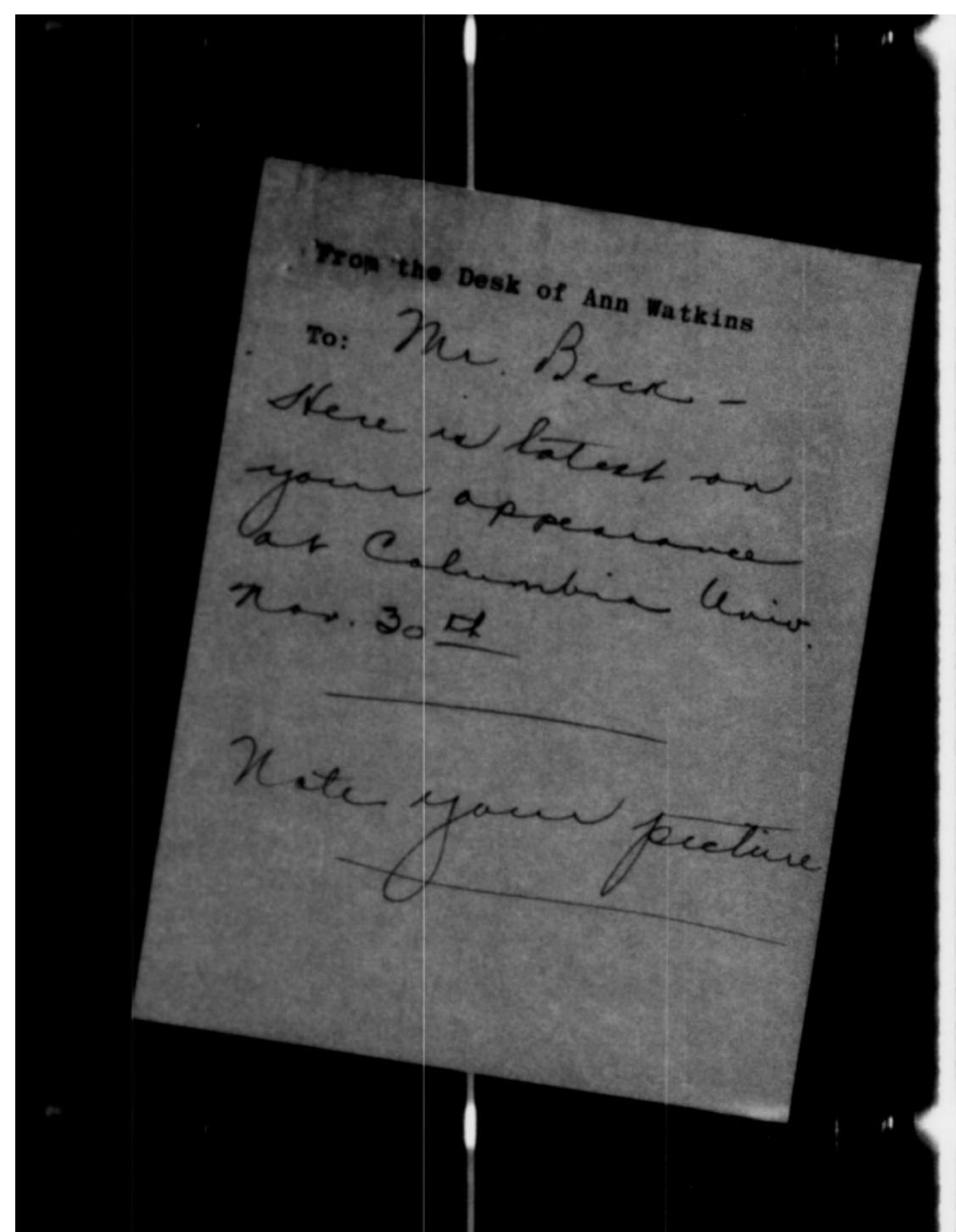
I am sending my personal representative, Mr. Dave Kaplan, Chief Economist of the Teamsters Union to attend the meeting and to address your group in my behalf. Mr. Kaplan has represented our union at most significant collective bargaining negotiations. You will find him a most able speaker and one of the most capable representatives of organized labor, particularly, in relation to the discussion for the evening.

Best wishes for a successful program.

Sincerely yours,

DM:AW  
cb

FROM THE OFFICE OF  
DAVE BECK, GENERAL PRESIDENT  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS



Columbia University in the City of New York  
 ANNOUNCES A SERIES OF PRACTICAL SEMINARS ON  
**Current Problems of Small Business**



THEODORE H. SILBERT  
 PRES. STANDARD  
 FACTORS CORP.  
 CHMN. ASSN. DIS.  
 COY. INC.  
 Course Coordinator  
 and Moderator



THEODORE H. SILBERT, Series Coordinator and Moderator

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the small businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, labor, advertising and working capital requirement difficulties.



R. B. Bussell  
 CONSULTANT  
 Expanding in the  
 Present Economy



Henry Oehmeyer  
 V.P. ROEHL & JACOB  
 How To Use  
 Advertising



Philip S. Harris  
 PRES., S. KLEIN, INC.  
 Expanding Retail Sales



Hon. Emanuel Celler  
 CONGRESS OF THE U.S.  
 Impact of Mergers on  
 Small Business



W. R. Wright  
 STEPHENS, JORDAN &  
 HARRISON, INC.  
 Successful Cost  
 Control Techniques



Fenton B. Turck  
 PRES., F. B. TURCK & CO.  
 Distribution Headache



Wm. F. Kelly  
 EXEC. V.P.  
 THE PENN. CO.  
 What Your Banker  
 Can Do For You



J. Andrew Painter  
 V.P. NATIONAL CITY  
 BANK, N.Y.  
 Institutional Financing to  
 Raise More Capital



William J. Cheyney  
 EXEC. V.P. NAT'L.  
 FOUND. CONSUMER  
 CREDIT, INC.  
 More Capital via  
 Charge Accounts



John Schwiegmann, Jr.  
 PRES., SCHWIEGMANN  
 DECO  
 Avoid Pain Trade and  
 Prosper



J. W. Cervinka  
 A.S.T. TO THE V.P.  
 WINEBAU CORP.  
 Pain Trade, Solution  
 of Small Business



Howard S. Cullman  
 CHMN. PORT OF N.Y.  
 AUTHORITY  
 Business Planning in  
 Small Business



Max Block  
 C.P.A.  
 Fundamentals Account  
 Retail Dry Goods  
 Ass. N.  
 Credit Mgmt. of  
 Retail Sales



A. L. Trotta  
 DIRECTOR, NAT'L.  
 RETAIL DRY GOODS  
 ASS. N.  
 Credit Mgmt. of  
 Retail Sales



J. B. Sodhan  
 C.P.A.  
 Revised Internal  
 Revenue Code and  
 Small Business



Wendell B. Barber  
 ADMINISTRATOR, SBA  
 WASH., D.C.  
 Small Business and the  
 Federal Government—  
 Self Help



Henry B. Hanen  
 V.P., POLICY COMM. DIV.  
 N.A.C.  
 Small Businessman—  
 Self Help



Theodore W. Kheel  
 ATTORNEY  
 What You Can Do  
 Under the Labor Laws



Howard D. Samuel  
 EXEC. DIRECTOR,  
 SIDNEY WISEMAN  
 FOUNDATION  
 How Small Business  
 Can Live With Unions



Dave Beck  
 GENERAL PRESIDENT  
 INT'L. TEAMSTERS  
 FOUNDATION  
 Negotiating With the  
 Union

Columbia University in the City of New York announces a series of Practical Seminars on Small Business  
 The Institute of Arts and Sciences, Division of Short Courses, Tuesday evenings, 7:30 to 9:30, beginning October 5, 1954  
 Harkness Theatre, 521 West 114th Street

ADMINISTRATIVE EDIT

Columbia University  
X Silbert, Theodore  
X

FROM: THEODORE H. SILBERT  
270 Madison Avenue  
New York 16, N.Y.

TO: GUEST PANELISTS

RE: COLUMBIA UNIVERSITY SEMINARS ON SMALL BUSINESS

Here are the results developed from a Questionnaire distributed to the persons who were in attendance at our opening session on October 5, 1954.

1. There were approximately 90 enrollees.
2. There were also 15 to 20 guests present.
3. Of the enrollees, approximately 22% were in the manufacturing business  

|     |   |                      |
|-----|---|----------------------|
| 15% | - | Retailers            |
| 12% | - | Distributors         |
| 10% | - | Bank Representatives |
| 9%  | - | Consultants          |
| 6%  | - | Accountants          |
| 4%  | - | Insurance Companies  |
| 4%  | - | Finance Companies    |
| 3%  | - | Freight Carriers     |
| 15% | - | Other Miso. Fields   |
4. The Questionnaire disclosed that the enrollees were interested principally in having the panelists confine their remarks to the overall general subject of what would be of interest to a small businessman whether he was a retailer, manufacturer, distributor or banker.
5. Questions were handed in written form to your Chairman.
6. Each panelist spoke for not more than one-half hour which left sufficient time for an interesting question and answer period, after allowing for the necessary formalities and a short intermission.
7. The entire program was taped.
8. The acoustics were excellent.
9. If you have an outline or written material of your talk, please send it along to the undersigned.
10. A standing ovation and a rousing round of applause and thanks were accorded the guest panelists at the termination of the seminar.
11. The meeting started promptly at 7:30 P. M. and adjourned at exactly 9:30 P. M.
12. If you wish any guest invitations for your session, please advise.

THEODORE H. SILBERT

RECEIVED  
10/5/54

ADMINISTRATIVE FILE ✓

Columbia University  
X Silbert, Theodore H.  
X

September 9, 1954

Mr. Theodore H. Silbert  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, New York

Dear Mr. Silbert:

Enclosed is the picture which I promised you on the telephone today. Mr. Beck is, as I told you, very hopeful of being with you personally and at this time ~~has~~ nothing to prevent his so doing. The following is a very brief sketch as requested by you.

Dave Beck -- General President of the International Brotherhood of Teamsters, a Vice President of the American Federation of Labor, a member of its Executive Council and the AFL Committee on International Relations.

A strong believer in labor-management cooperation; Chairman of the Independent Advisory Committee to the Trucking Industry.

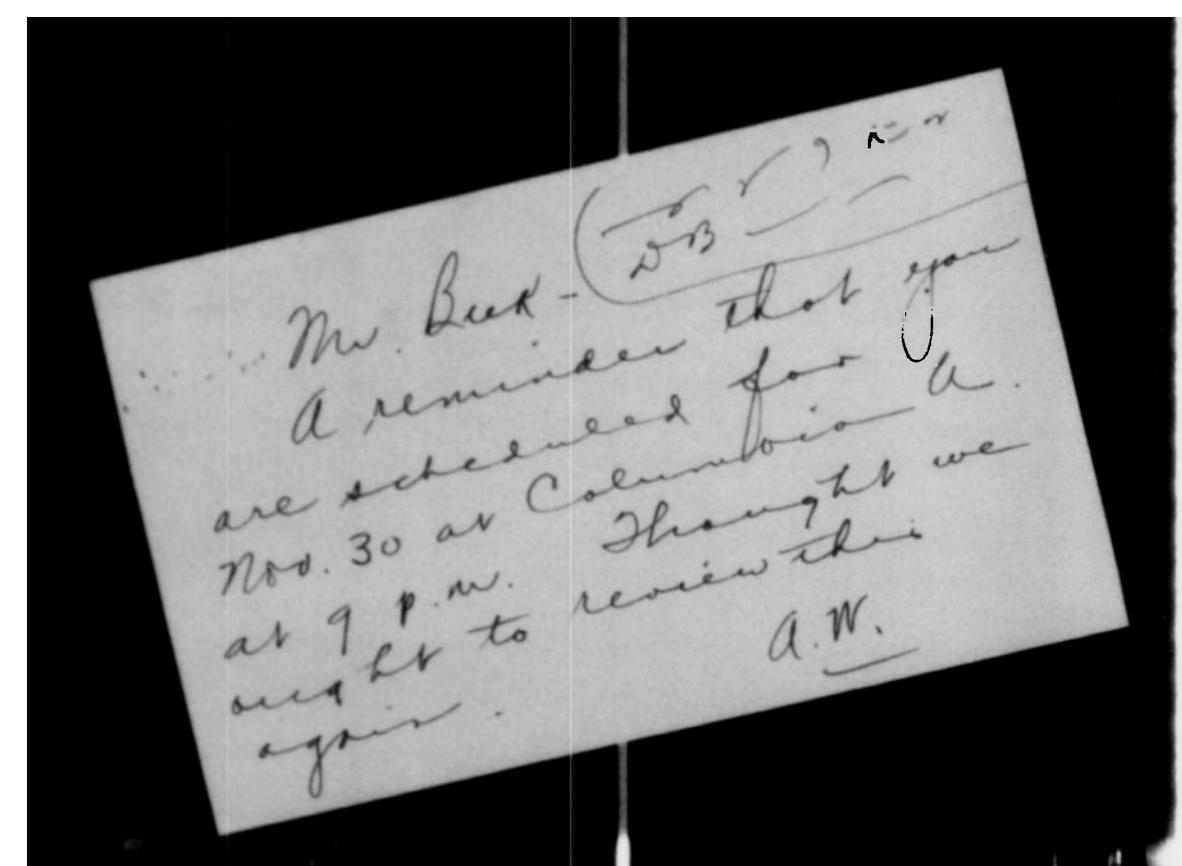
Active in civic and public affairs. Has served as a member of and as President of the Board of Regents of the University of Washington; on the Washington State Parole Board and the Seattle Civil Service Commission.

There are more sentences than you wanted but you may cut as you wish. I hope that nothing will occur to prevent Mr. Beck's appearance on your program.

Sincerely yours,

Ann Watkins  
Secretary to Mr. Bach.

AW  
FROM THE OFFICE OF  
DAVE BECK, GENERAL PRESIDENT  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS  
17



STANDARD FACTORS CORPORATION  
270 MADISON AVENUE • NEW YORK 16, N.Y.

THEODORE H. SILBERT  
President

September 1, 1954

Mr. Dave Beck, President  
International Brotherhood of Teamsters  
100 Indiana Avenue, N. W.  
Washington, D. C.

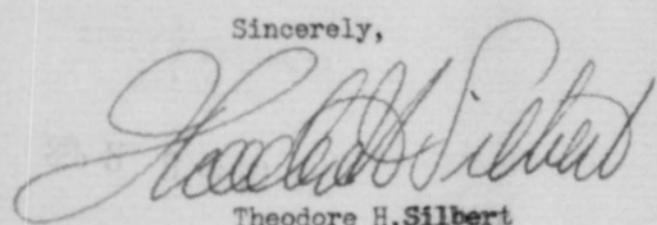
Re: Columbia University Seminars  
on Small Business

Dear Mr. Beck:

Would it be possible for you to send me  
a photograph of yourself, a black and  
white glossy print, approximate size  
8 x 10.

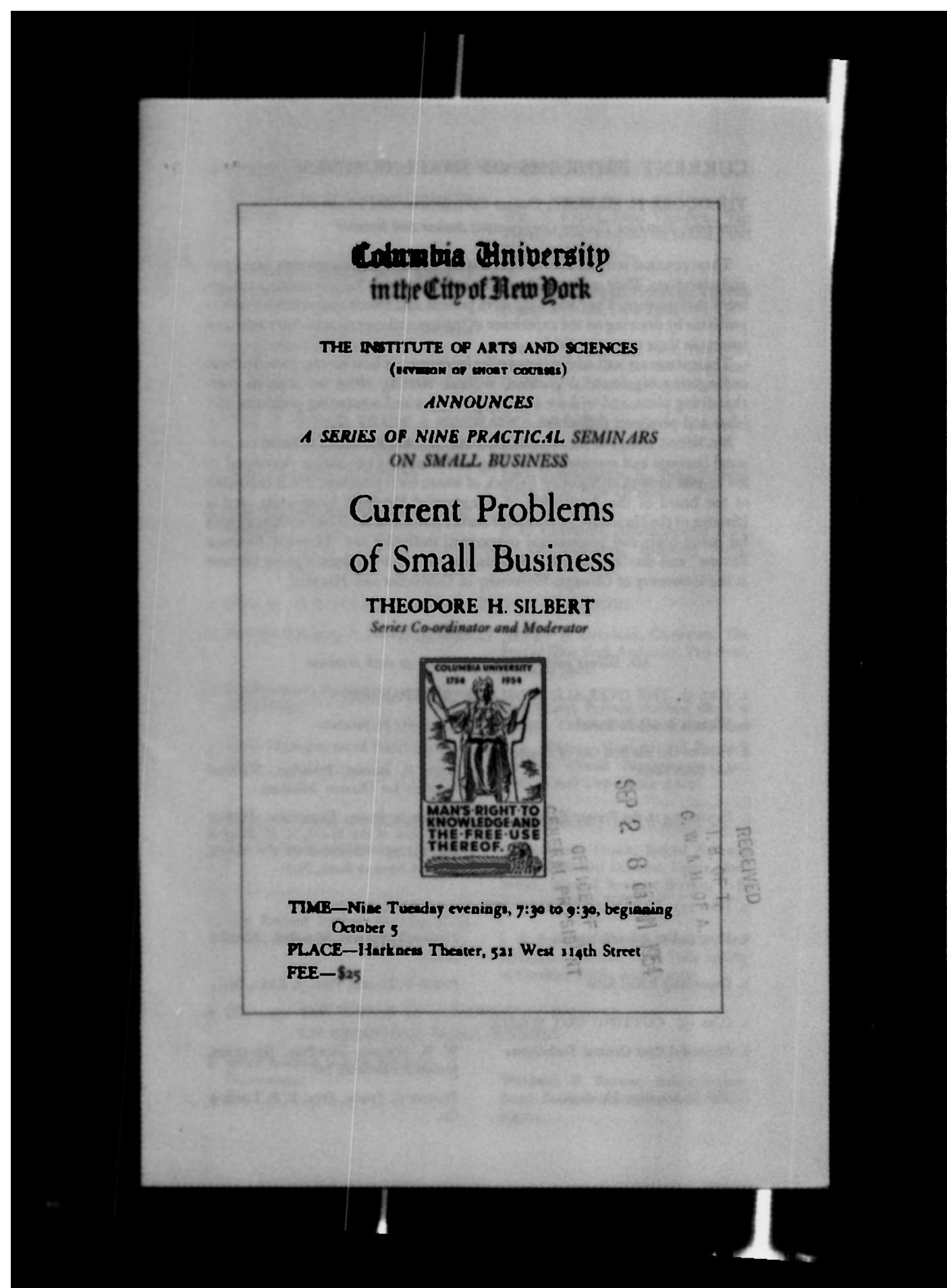
If you require additional copies of our  
Columbia University program, we should  
be very pleased to send them to you upon  
request.

Sincerely,



Theodore H. Silbert

THS:EK  
ENC.



## CURRENT PROBLEMS OF SMALL BUSINESS

THEODORE H. SILBERT, Course Co-ordinator and Moderator  
*President, Standard Factors Corporation; author and lecturer*

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the smaller businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, and labor and personnel difficulties.

Mr. Silbert brings to these seminars sound knowledge which is based on personal business and commercial banking and financing experience developed in the 22-year growth of Standard Factors, of which he is president. He is chairman of the board of the Association of Commercial Discount Companies, and a Director of the National Commercial Finance Conference. He has written articles for many trade and professional magazines, including the "Harvard Business Review" and the "Business Finance Handbook," and has been a guest lecturer at the University of Chicago, University of California and Harvard.

### THE COURSE

Mr. Silbert will serve as Moderator at each seminar

#### 1. (Oct. 5) THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business? THEODORE H. SILBERT.
- b. How to Get the Best Out of Employees and Sales Force JAMES P. BARNES, President, National Institute for Human Relations.
- c. Expanding in the Present Economy BRADLEY KUMEL, Consultant, Former Chairman of the Board, R. H. Macy & Co. Former Chairman of the Board, Federal Reserve Bank, N.Y.

#### 2. (Oct. 12) EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising HOWARD OSEASATAS, Vice-Pres., Bosell & Jacob.
- b. Expanding Road Sales PHILIP S. HARRIS, Pres., S. Klein, Inc.

#### 3. (Oct. 19) CUTTING OUT WASTE

- a. Successful Cost Control Techniques W. B. WALTER, Vice-Pres., Stevenson, Jordan & Harrington, Inc.
- b. The Distribution Headache PANTON B. TUSCA, Pres., F. B. Turch & Co.

#### 4. (Oct. 26) HOW TO RAISE MORE WORKING CAPITAL

- a. What Your Banker Can and Cannot Do For You W.M. F. KELLY, Exec. Vice-Pres., The Pennsylvania Company for Banking and Trust, Philadelphia.

#### b. Instalment Financing As a Means of Raising More Capital J. ANDREW PAINTER, Vice-Pres., The National City Bank, New York.

- c. Consumer Credit and Charge Accounts as the Basis for More Capital WILLIAM J. CHAYNEY, Exec. Vice-Pres., National Foundation for Consumer Credit, Inc., Washington.

#### 5. (Nov. 2) IS FAIR TRADE A HINDRANCE OR HELP IN EXPANDING SMALL BUSINESS?

- a. Avoid Fair Trade and Prosper JOHN SCHWEGMANN, Jr., Pres., Schwegmann Bros., New Orleans.

#### b. Fair Trade is the Salvation of Small Business J. W. CERVENKA, Administrative Asst. to the Vice-Pres., Sunbeam Corp., Chicago.

#### 6. (Nov. 9) THE POLICIES NECESSARY FOR EXPANSION

- a. Business Planning in Changing Times HOWARD S. CULLMAN, Chairman, The Port of New York Authority, Vice-Pres., Cullman Bros.

#### b. Fundamental Accounting and Financial Policies MAX BLOCK, Partner, Anchin, Block & Anchin, Certified Public Accountants.

- c. Credit Management of Retail Sales A. L. TAFTA, Manager and Research Director, Credit Management Div., Nat'l. Retail Dry Goods Ass'n.

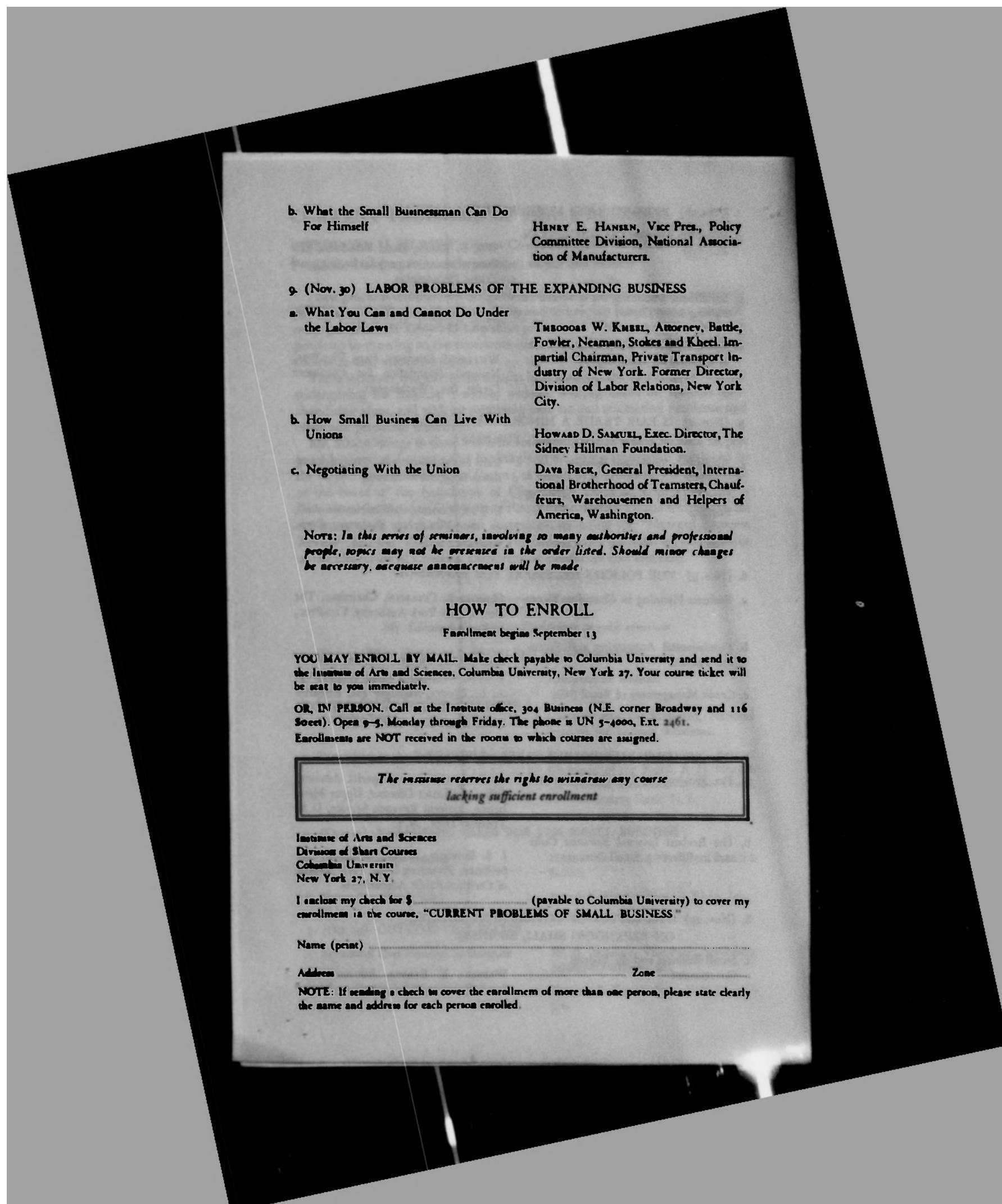
#### 7. (Nov. 16) HOW TO MINIMIZE TAXES—LEGALLY

- a. Tax Problems of Growing Businesses A. FREDERICK OLMAN, Special Advisor, Office of District Director, Upper Manhattan, Internal Revenue Service, U.S. Treasury Dept., N.Y.

#### b. The Revised Internal Revenue Code and Its Effect on Small Business J. S. SEIDMAN, Partner, Seidman and Seidman, President, New York Society of Certified Public Accountants.

#### 8. (Nov. 23) THE EFFECT OF GOVERNMENT POLICIES ON EXPANDING SMALL BUSINESS

- a. Small Business and the Federal Government WENDELL B. BARNES, Administrator, Small Business Administration, Washington.



MURRAY HILL  
9-4488

THEODORE H. SILBERT

270 Madison Avenue  
New York City 16  
New York

RE: COLUMBIA UNIVERSITY SEMINARS ON SMALL BUSINESS

Five Tuesday Evenings, 7:30 p.m. to 9:30 p.m.,  
from October 5th to November 30, 1954 inclusive.

TO: THE PARTICIPANTS IN THE COURSE

ENCLOSURE:

Two (2) Copies of the Program  
"Current Problems of Small Business"

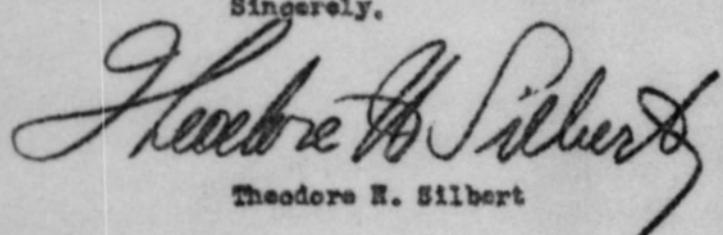
If you desire additional copies of the Program, they  
will be made available to you, upon request.

If you should like copies mailed to any groups or as-  
sociations whose members may be interested in our  
Seminars, please advise the undersigned.

Kindly note the date, time and place of your appear-  
ance. I hope to have the pleasure of meeting with  
you in advance of your Seminar.

Your suggestions and recommendations are always welcome.

Sincerely,

  
Theodore H. Silbert

August 11, 1954

Columbia University  
in the City of New York

THE INSTITUTE OF ARTS AND SCIENCES  
(DIVISION OF SHORT COURSES)

ANNOUNCES

A SERIES OF NINE PRACTICAL SEMINARS  
ON SMALL BUSINESS

Current Problems  
of Small Business

THEODORE H. SILBERT  
*Series Co-ordinator and Moderator*



TIME—Nine Tuesday evenings, 7:30 to 9:30, beginning  
October 5

PLACE—Harkness Theater, 521 West 114th Street

FEE—\$25

## CURRENT PROBLEMS OF SMALL BUSINESS

THEODORE H. SILBERT, Course Co-ordinator and Moderator  
*President, Standard Factors Corporation; author and lecturer*

These practical seminars are designed to assist small business owners, managers and executives. They will provide guides and techniques for improving management performance. They will help solve present and future competitive business problems by drawing on the experience of leaders and experts who have achieved success in their respective fields.

These seminars will advise the smaller businessman how he can grow without endangering his financial position, without wasting effort on fruitless merchandising plans, and without stumbling over tax and accounting problems, and labor and personnel difficulties.

Mr. Silbert brings to these seminars sound knowledge which is based on personal business and commercial banking and financing experience developed in the 22-year growth of Standard Factors, of which he is president. He is chairman of the board of the Association of Commercial Discount Companies, and a Director of the National Commercial Finance Conference. He has written articles for many trade and professional magazines, including the "Harvard Business Review" and the "Business Finance Handbook," and has been a guest lecturer at the University of Chicago, University of California and Harvard.

### THE COURSE

*Mr. Silbert will serve as Moderator at each seminar*

#### 1. (Oct. 5) THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business? **Theodore H. Silbert**
- b. How to Get the Best Out of Employees and Sales Force **James P. Bauman, President, National Institute for Human Relations**

#### c. Expanding in the Present Economy **Brassey Ruml, Consultant, Former Chairman of the Board, R. H. Macy & Co. Former Chairman of the Board, Federal Reserve Bank, N.Y.**

#### 2. (Oct. 12) EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising **Harvey Ossarsky, Vice-Pres., Bozell & Jacobs**
- b. Expanding Retail Sales **Paul D. S. Haas, Pres., S. Klein, Inc.**

#### 3. (Oct. 19) CUTTING OUT WASTE

- a. Successful Cost Control Techniques **W. R. Wissner, Vice-Pres., Stevens, Jordan & Harrison, Inc.**
- b. The Distribution Headache **Fawcett B. Tunica, Pres., F. B. Tunica & Co.**

#### 4. (Oct. 26) HOW TO RAISE MORE WORKING CAPITAL

- a. What Your Banker Can and Cannot Do For You **W.M. F. Kelly, Exec. Vice-Pres., The Pennsylvania Company for Banking and Trust, Philadelphia**
- b. Instalment Financing As a Means of Raising More Capital **J. Andrew Painter, Vice-Pres., The National City Bank, New York**

#### c. Consumer Credit and Charge Accounts as the Basis for More Capital **William J. Chevney, Exec. Vice-Pres., National Foundation for Consumer Credit, Inc., Washington**

#### 5. (Nov. 2) IS FAIR TRADE A HINDRANCE OR HELP IN EXPANDING SMALL BUSINESS?

- a. Avoid Fair Trade and Prosper **John Schwegmann, Jr., Pres., Schwegmann Bros., New Orleans**
- b. Fair Trade is the Salvation of Small Business **J. W. Clevenger, Administrative Asst. to the Vice-Pres., Sunbeam Corp., Chicago**

#### 6. (Nov. 9) THE POLICIES NECESSARY FOR EXPANSION

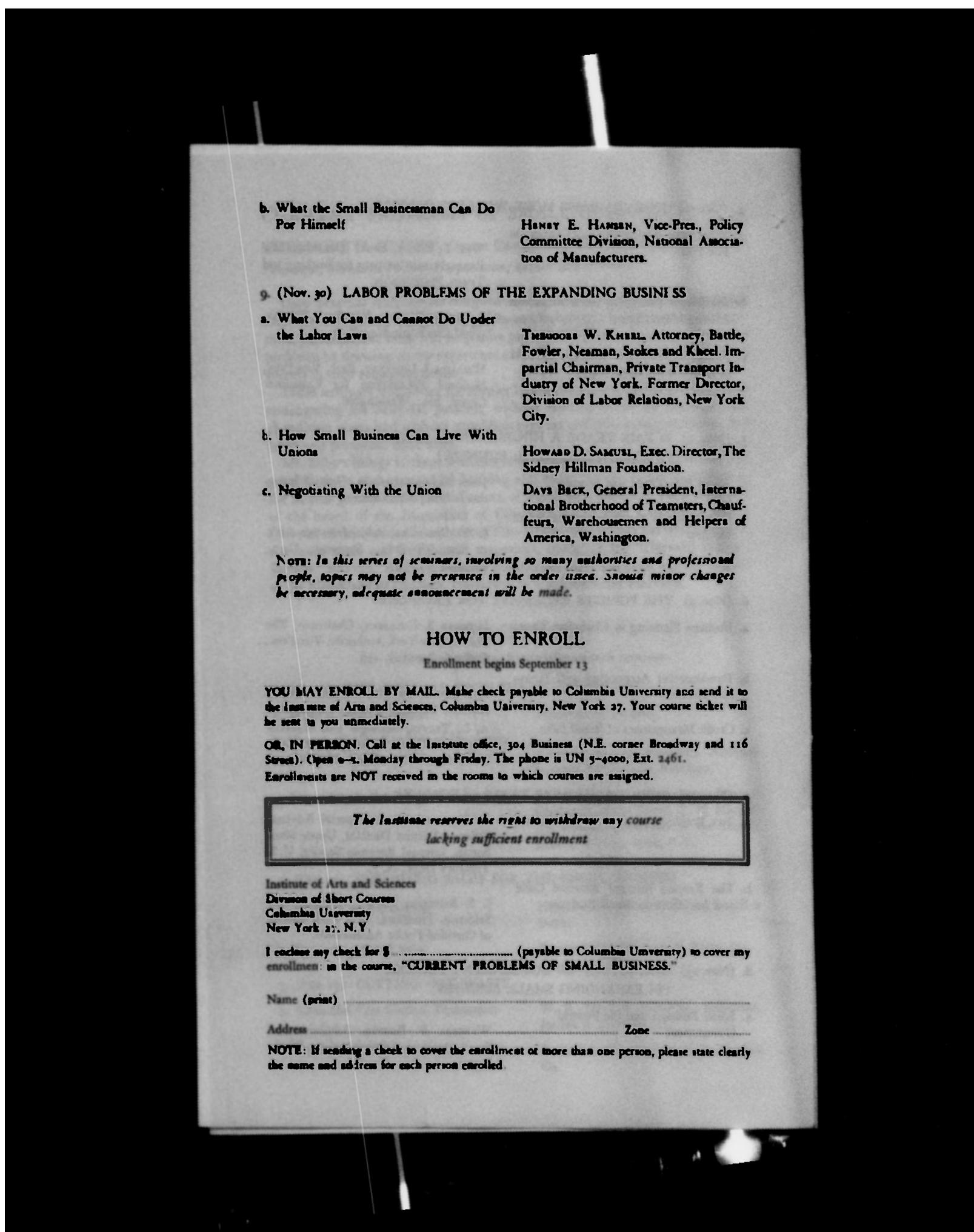
- a. Business Planning in Changing Times **Howard S. Cullman, Chairman, The Port of New York Authority, Vice-Pres., Cullman Bros.**
- b. Fundamental Accounting and Financial Policies **Max Block, Partner, Anchin, Block & Anchin, Certified Public Accountants**
- c. Credit Management of Retail Sales **A. L. Taorta, Manager and Research Director, Credit Management Div., Nat'l. Retail Dry Goods Assn.**

#### 7. (Nov. 16) HOW TO MINIMIZE TAXES—LEGALLY

- a. Tax Problems of Growing Businesses **A. Farnsworth Oxen, Special Advisor, Office of District Director, Upper Manhattan, Internal Revenue Service, U.S. Treasury Dept., N.Y.**
- b. The Revised Internal Revenue Code and Its Effect on Small Business **J. S. Seidman, Partner, Seidman and Seidman, President, New York Society of Certified Public Accountants**

#### 8. (Nov. 23) THE EFFECT OF GOVERNMENT POLICIES ON EXPANDING SMALL BUSINESS

- a. Small Business and the Federal Government **Wendell B. Barber, Administrator, Small Business Administration, Washington**



b. What the Small Businessman Can Do  
For Himself

HENRY E. HANAN, Vice-Pres., Policy  
Committee Division, National Associa-  
tion of Manufacturers.

9. (Nov. 30) LABOR PROBLEMS OF THE EXPANDING BUSINESS

a. What You Can and Cannot Do Under  
the Labor Laws

THOMAS W. KHELF, Attorney, Battle,  
Fowler, Neaman, Stokes and Khef. Im-  
partial Chairman, Private Transport In-  
dustry of New York. Former Director,  
Division of Labor Relations, New York  
City.

b. How Small Business Can Live With  
Unions

HOWARD D. SAMUEL, Exec. Director, The  
Sidney Hillman Foundation.

c. Negotiating With the Union

DAVE BACK, General President, Interna-  
tional Brotherhood of Teamsters, Chauf-  
feurs, Warehousemen and Helpers of  
America, Washington.

*Note: In this series of seminars, involving so many authorities and professional  
people, topics may not be presented in the order listed. Should minor changes  
be necessary, adequate announcement will be made.*

HOW TO ENROLL

Enrollment begins September 13

YOU MAY ENROLL BY MAIL. Make check payable to Columbia University and send it to  
the Institute of Arts and Sciences, Columbia University, New York 27. Your course ticket will  
be sent to you immediately.

OR, IN PERSON. Call at the Institute office, 304 Business (N.E. corner Broadway and 116  
Street). Open 8-11. Monday through Friday. The phone is UN 5-4000, Ext. 2461.  
Enrollments are NOT received in the rooms to which courses are assigned.

*The Institute reserves the right to withdraw any course  
lacking sufficient enrollment*

Institute of Arts and Sciences  
Division of Short Courses  
Columbia University  
New York 27, N.Y.

I enclose my check for \$ ..... (payable to Columbia University) to cover my  
enrollment in the course, "CURRENT PROBLEMS OF SMALL BUSINESS."

Name (print) ..... Zone .....

Address .....  
NOTE: If sending a check to cover the enrollment of more than one person, please state clearly  
the name and address for each person enrolled.

**CURRENT PROBLEMS OF SMALL BUSINESS**

**THEODORE M. SILBERT Course Co-ordinator and Moderator**

*President, Standard Factors Corporation; author and lecturer*

This course is designed to assist small business owners, managers and executives. Classes will advise the small businessman how he can grow without endangering his financial position, eliminating fruitless merchandising plans, and without stumbling over tax and accounting problems, and labor and personnel difficulties. Experienced leaders and experts who have achieved success in their respective fields will participate in each of the discussions of this series.

**The Over-All Problems of Expansion**

**Participants:** WILHELMUS JAMES P. BRENDE, Pres., Mail Institute for Human Relations; RICHARD E. COOPER, Consultant, former Chairman of the Board, R. H. Marc & Co., former Chairman of the Board, Federal Reserve Bank, N. Y.

**Expanding Sales For The Small Business**

**Participants:** HENRY OBERMEYER, Vice-Pres., Bozell & Jacobs; PHILIP S. HARRIS, Pres., S. Klein, Inc.

**Cutting Out Waste**

**Participants:** W. R. WERNET, Vice-Pres., Stevens, Jordan & Harris, Inc.; RONALD R. TURNER, Pres., P. B. Ture & Co.

**How To Raise More Working Capital**

**Participants:** W. P. KELLY, Exec. Vice-Pres., The Pennsylvania Company for Banking and Trusts, Philadelphia; J. ANDREW COOPER, Vice-Pres., The National City Bank, N. Y.; J. C. CHAPIN, Exec. Vice-Pres., National Foundation for Consumer Credit, Inc., Washington.

**Is Fair Trade & Moderate Or Illegitimate In Expanding Small Business?**

**Participants:** JOHN SCHWIGMANN, JR., Pres., Schwegmann Bros., New Orleans; J. W. CRANEYKA, Administrative Assistant to the Vice-Pres., Sunbeam Corp., Chicago.

**The Policies Necessary For Expansion**

**Participants:** HOWARD S. CULLMAN, Chairman, The Port of New York Authority; George Collier, Pres., W. H. BLOOM, Partner, Aschill, Block & Aschill, Certified Public Accountants; A. J. TROYTA, Manager and Research Director, Credit Mgt. Div., Nat'l Dry Goods Ass'n.

**How To Minimize Taxes—Legally**

**Participants:** A. T. KELLY, JR., O'LEARY, Special Advisor, Office of Director, Director, Upper Manhattan, Internal Revenue Service, U. S. Treasury Dept., N. Y.; J. A. SHIDMAN, Partner, Heldman and Heldman, Pres., New York Society of Certified Public Accountants.

**The Effect Of Government Policies On Expanding Small Business**

**Participants:** WENDELL H. BARNES, Administrator, Small Business Administration, Washington; HENRY P. HANNEN, Vice-Pres., Policy Committee Division, National Association of Manufacturers.

**Labor Problems of the Expanding Business**

**Participants:** THEODORE W. KEREL, Attorney, Bettle, Fowler, Neuman, Birkel and Kerel, Imperial Chairman, Private Transport Industry, N. Y.; Informer, Director, Dept. of Labor, Relations, N. Y.; HOWARD R. KEREL, Exec. Director, The Sidney Hillman Foundation; DAVE REIK, General Pres., International Brotherhood of Teamsters, Chauffeurs, Warehousemen & Helpers of America, Washington.

\* Tuesday Evening, 7:30-9:30, commencing October 5. Fee \$25.

Enroll by mail or in person

**COLUMBIA UNIVERSITY INSTITUTE OF ARTS AND SCIENCES**

Broadway at 116th Street, New York 27. UNIVERSITY 3-4000, Ext. 2461

A-12

Proofs, The Wall Street Journal

Murray Hill 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N.Y.

ADMINISTRATIVE FILE

Columbia University

X Silbert, Theodo H.

X

THEODORE H. SILBERT  
President



July 19, 1954

Mr. Dave Beck  
International Brotherhood of Teamsters  
100 Indiana Avenue  
Washington, D. C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Beck:

Enclosed is a copy of my letter to you of June 21st, together with the tentative program of our Seminars on Small Business.

We have not as yet received your approval on the reply card sent to you. Another is enclosed for your convenience. Would you be good enough to sign the card and return it to me.

With every good wish and kind regard,

Cordially,  
Theodore H. Silbert

THS:EK  
ENC.

Enclosed  
Calendar optia  
Nov. 30/54

STANDARD FACTORS CORPORATION  
270 MADISON AVENUE  
NEW YORK 16, N. Y.

COPY

June 21, 1954

Mr. Dave Back, President  
International Brotherhood of Teamsters  
100 Indiana Avenue, N. W.  
Washington, D. C.

| REFUR TO DATE |          |
|---------------|----------|
| T.H.S.        | <i>✓</i> |
| L.R.M.        | <i>✓</i> |
| D.K.          | <i>✓</i> |
| E.I.D.        | <i>✓</i> |
| S.I.D.        | <i>✓</i> |
| H.U.S.        | <i>✓</i> |
| H.S.S.        | <i>✓</i> |
| L.G.          | <i>✓</i> |

Re: Columbia University Seminars  
on Small Business

Dear Mr. Back:

It is our pleasure to send you the tentative program  
of our Seminars on Small Business.

We are honored to have you as one of our Panelists  
and should appreciate your kindness in reserving  
the date and noting the topic in your diary.

You may retain the preliminary program. As soon as  
the final printed bulletins are available through  
Columbia University, I will send you several copies.

Please be good enough to sign and return the enclosed  
self-addressed card.

Several weeks prior to the commencement of the Seminars,  
the undersigned will take the liberty of either calling  
on you or communicating with you with respect to various  
details of the program.

Should you wish to telephone me or write to me for any  
additional information, in advance of my communicating  
with you, please do not hesitate to do so.

Cordially,

TRS:MK  
EBC.

Theodore M. Silbert

COLUMBIA UNIVERSITY  
in the City of New York  
(New York 27, N.Y.)  
THE INSTITUTE  
OF ARTS AND SCIENCES

SEMINARS ON SMALL BUSINESS

TUESDAY EVENINGS - 7 P.M. to 9 P.M.

OCTOBER 5th to NOVEMBER 30th, 1954

THEODORE H. SILBERT - COURSE COORDINATOR

October 5 - 1. THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business?..... Theodore H. Silbert, President, Standard Factors Corporation, New York. Chairman, Association of Commercial Discount Companies, Inc.
- b. How to Get the Best Out of Employees and Sales Forces..... James V. Bender, President, National Institute for Human Relations, New York. Lecturer, Columbia University.
- c. Expanding in the Present Economy..... Beardaley Rosl, Consultant, Former Chairman of the Board, W. H. Macy & Co. Former Chairman of the Board, Federal Reserve Bank, New York.

October 12 - 2. EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising..... Henry Obermeyer, Vice President, Rosell A Jacobs, Advertising, New York.
- b. Expanding Retail Sales..... Philip Harris, President, S. Klein, Inc., New York.

October 19 - 3. CUTTING OUT WASTE

- a. Successful Cost Control Techniques..... W. H. Wright, Vice President, Stevenson, Jordan & Harrison, Inc., Engineers, New York.
- b. The Distribution Headache..... Featon B. Turek, President, F. B. Turek & Co., Consulting Engineers, New York. Hall of Fame, Boston Conferences on Distribution.

October 26 - 4. HOW TO RAISE MORE WORKING CAPITAL

a. What Your Banker Can and  
Cannot Do For You..... William F. Kelly, Executive Vice  
President, The Pennsylvania Company  
for Banking and Trusts, Philadelphia,  
Pennsylvania.

b. Instalment Financing As A  
Means of Raising More Capital..... J. Andrew Painter, Vice President,  
The National City Bank, New York.

a. Consumer Credit and Charge  
Accounts as the Basis for  
More Capital ..... William J. Chayney, Executive Vice  
President, National Foundation for  
Consumer Credit, Inc., Washington,  
D.C.

November 2 - 5. IS FAIR TRADE A HINDRANCE OR HELP IN EXPANDING  
SMALL BUSINESS?

a. Avoid Fair Trade and  
Prosper..... John Schwengmann, Jr., President,  
Schwengmann Bros., New Orleans, La.

b. Fair Trade is the Salvation  
of Small Business..... J. W. Cervenka, Territorial Manager,  
Sunbeam Corp., Chicago, Illinois.

November 9 - 6. THE POLICIES NECESSARY FOR EXPANSION

a. Business Planning in  
Changing Times..... Howard S. Cullman, Chairman, The  
Port of New York Authority,  
Vice President, Cullman Bros.,  
New York. Director, Bankers Trust Co.

b. Fundamental Accounting  
and Financial Policies..... Max Block, Partner, Anchin, Block &  
Anchin, Certified Public Accountants,  
New York.

November 16 - 7. HOW TO MINIMIZE TAXES -- LEGALLY

a. Tax Problems of Growing  
Businesses..... A. Frederick Olsen, Special Advisor,  
Office of District Director, Upper  
Manhattan, Internal Revenue Service,  
U. S. Treasury Department, New York.

b. The Revised Internal Revenue Code and Its Effect on Small Business..... J. S. Seidman, Partner, Seidman and Seidman, Certified Public Accountants. New York. President, New York Society of Certified Public Accountants. Chairman, Committee on Federal Taxation, American Institute of Accountants.

November 23 - 8. THE EFFECT OF GOVERNMENT POLICIES ON EXPANDING SMALL BUSINESS

a. Small Business and the Federal Government..... Wendell B. Barnes, Administrator, Small Business Administration, Washington, D.C.

b. What the Small Businessman Can Do For Himself..... Henry E. Hansen, Vice President, Policy Committee Division, National Association of Manufacturers, New York.

November 30 - 9. LABOR PROBLEMS OF THE EXPANDING BUSINESS

a. What You Can and Cannot Do Under the Labor Laws..... Theodore W. Kheel, Attorney, Battle, Fowler, Neaseen, Stokes and Kheel, New York. Impartial Chairman, Private Transport Industry of New York. Former Director, Division of Labor Relations, New York City.

b. How Small Business Can Live With Unions..... Howard D. Samuel, Executive Director, The Sidney Hillman Foundation, New York.

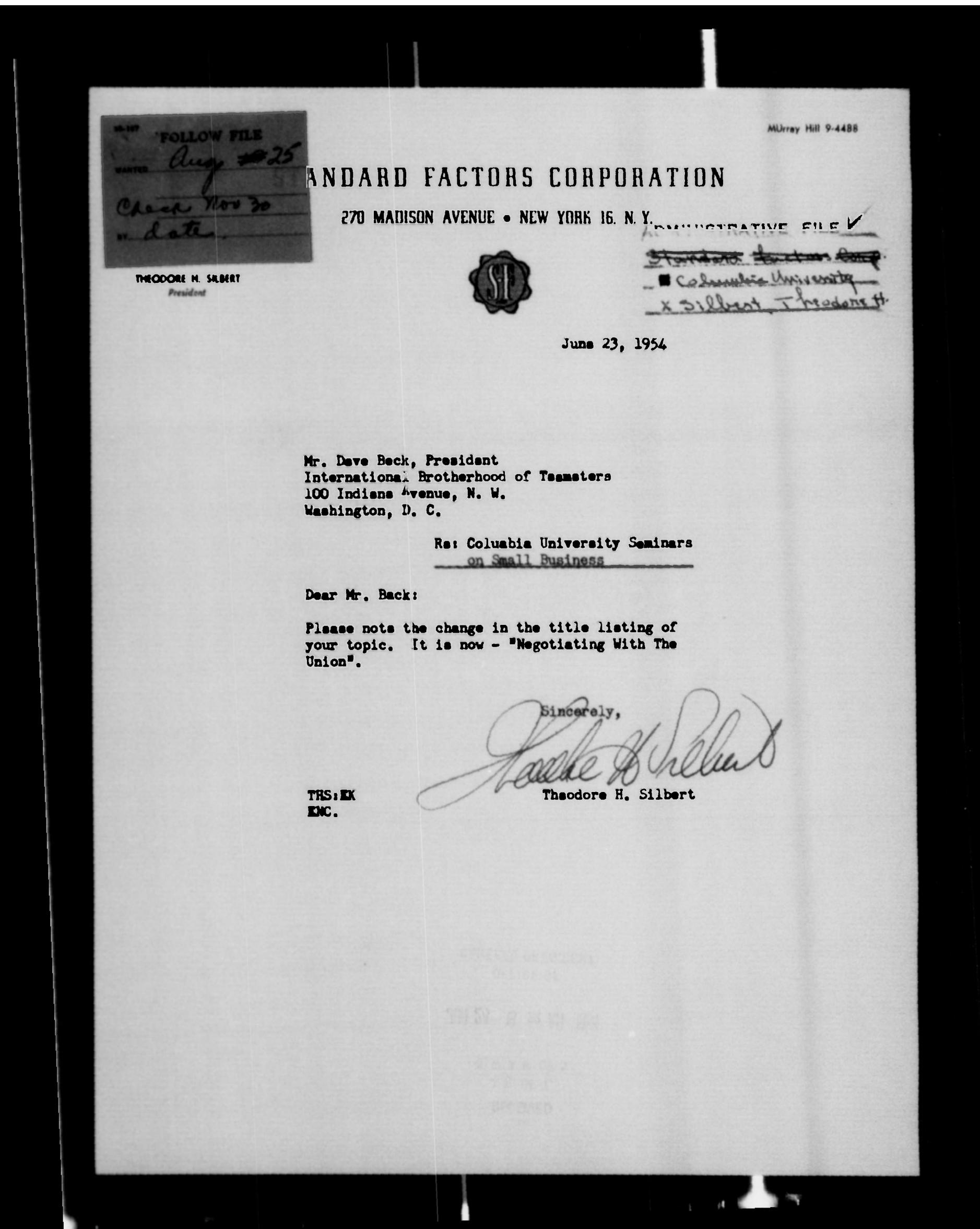
c. The Importance of Negotiating with Unions..... Dave Beck, General President, International Brotherhood of Teamsters, Chauffeurs, Warehousemen & Helpers of America, Washington, D.C.

\*\*\*

FOR ADDITIONAL INFORMATION  
Please Communicate with  
THEODORE G. SILBERT  
270 Madison Avenue  
New York City

\*\*\*

6/21/54



COLUMBIA UNIVERSITY  
in the City of New York  
(New York 27, N.Y.)  
THE INSTITUTE  
OF ARTS AND SCIENCES

SEMINARS ON SMALL BUSINESS

TUESDAY EVENINGS - 7 P.M. to 9 P.M.

OCTOBER 5th to NOVEMBER 30th, 1954

THEODORE H. SILBERT - COURSE COORDINATOR

October 5 - 1. THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business?..... Theodore H. Silbert, President, Standard Factors Corporation, New York, Chairman, Association of Commercial Discount Companies, Inc.
- b. How to Get the Best Out of Employees and Sales Force..... James F. Bender, President, National Institute for Human Relations, New York, Lecturer, Columbia University.
- c. Expanding in the Present Economy..... Beardaley Rumel, Consultant, Former Chairman of the Board, R. H. Macy & Co., Former Chairman of the Board, Federal Reserve Bank, New York.

October 12 - 2. EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising..... Henry Obermeyer, Vice President, Bassell & Jacobs, Advertising, New York.
- b. Expanding Retail Sales..... Philip Harris, President, S. Klein, Inc., New York.

October 19 - 3. CUTTING OUT WASTE

- a. Successful Cost Control Techniques..... W. R. Wright, Vice President, Stevenson, Jordan & Harrison, Inc., Management Engineers, New York.
- b. The Distribution Headache..... Fenton B. Turck, President, F. B. Turck & Co., Consulting Engineers, New York, Hall of Fame, Boston Conference on Distribution.

October 26 - 4. HOW TO RAISE MORE WORKING CAPITAL

- a. What Your Banker Can and Cannot Do For You..... William F. Kelly, Executive Vice President, The Pennsylvania Company for Banking and Trusts, Philadelphia, Pennsylvania.
- b. Instalment Financing As A Means of Raising More Capital..... J. Andrew Painter, Vice President, The National City Bank, New York.
- c. Consumer Credit and Charge Accounts as the Basis for More Capital ..... William J. Chayney, Executive Vice President, National Foundation for Consumer Credit, Inc., Washington, D.C.

November 2 - 5. IS FAIR TRADE A HINDRANCE OR HELP IN EXPANDING SMALL BUSINESS?

- a. Avoid Fair Trade and Prosper..... John Schwegmann, Jr., President, Schwegmann Bros., New Orleans, La.
- b. Fair Trade is the Salvation of Small Business..... J. W. Cervenka, Territorial Manager, Sunbeam Corp., Chicago, Illinois.

November 9 - 6. THE POLICIES NECESSARY FOR EXPANSION

- a. Business Planning in Changing Times..... Howard S. Cullman, Chairman, The Port of New York Authority, Vice President, Cullman Bros., New York, Director, Bankers Trust Co.
- b. Fundamental Accounting and Financial Policies..... Max Block, Partner, Aschin, Block & Aschin, Certified Public Accountants, New York.

November 16 - 7. HOW TO MINIMIZE TAXES -- LEGALLY

- a. Tax Problems of Growing Businesses..... A. Frederick Olsen, Special Advisor, Office of District Director, Upper Manhattan, Internal Revenue Service, U. S. Treasury Department, New York.

b. The Revised Internal Revenue Code and Its Effect on Small Business..... J. S. Seidman, Partner, Seidman and Seidman, Certified Public Accountants. New York. President, New York Society of Certified Public Accountants. Chairman, Committee on Federal Taxation, American Institute of Accountants.

November 23 - 8. THE EFFECT OF GOVERNMENT POLICIES ON EXPANDING SMALL BUSINESS

a. Small Business and the Federal Government..... Wendell B. Barnes, Administrator, Small Business Administration. Washington, D.C.

b. What the Small Businessman Can Do For Himself..... Henry B. Hansen, Vice President, Policy Committee Division, National Association of Manufacturers, New York.

November 30 - 9. LABOR PROBLEMS OF THE EXPANDING BUSINESS

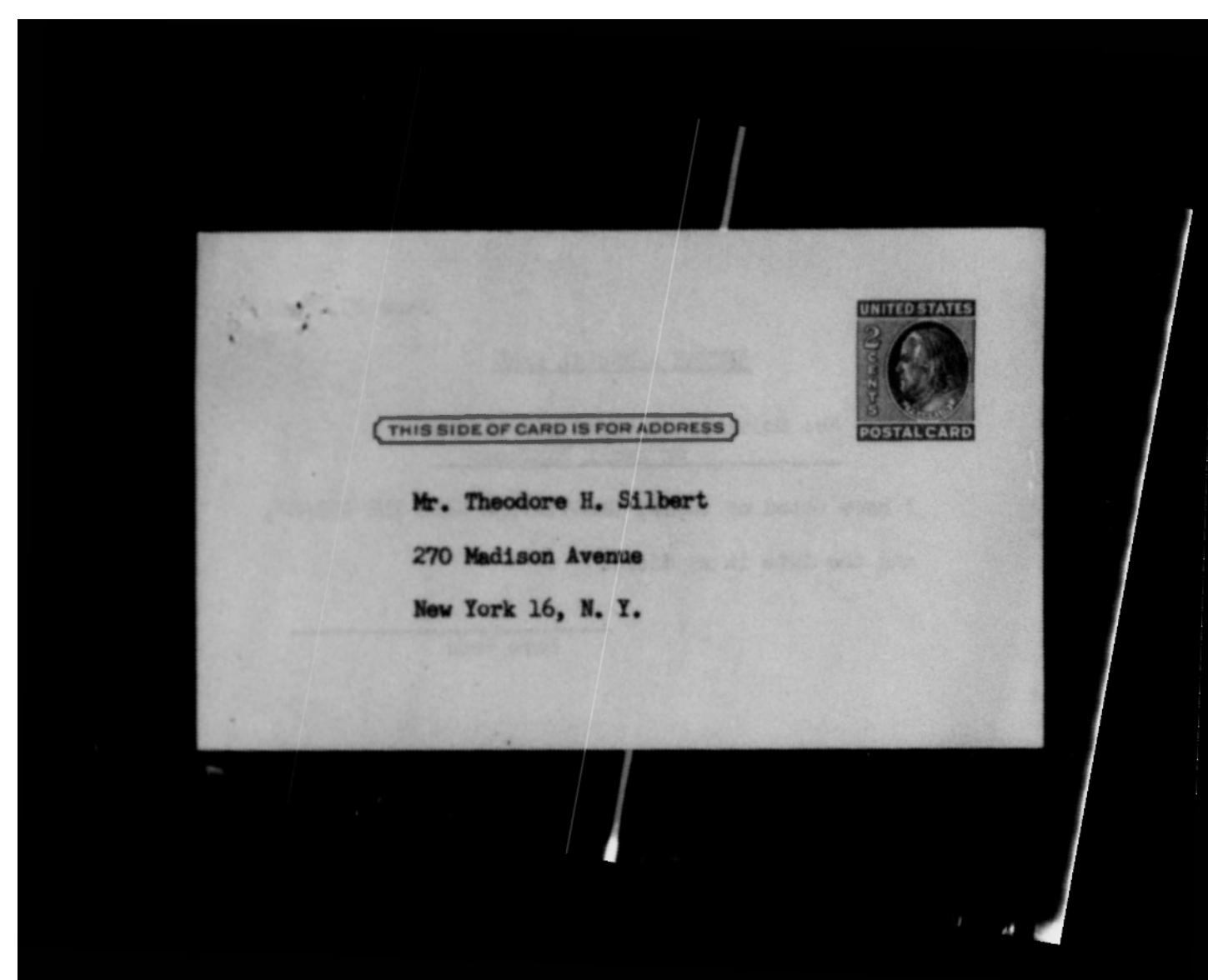
a. What You Can and Cannot Do Under the Labor Laws..... Theodore W. Kheel, Attorney, Battle, Fowler, Neaman, Stokas and Kheel, New York. Impartial Chairman, Private Transport Industry of New York. Former Director, Division of Labor Relations, New York City.

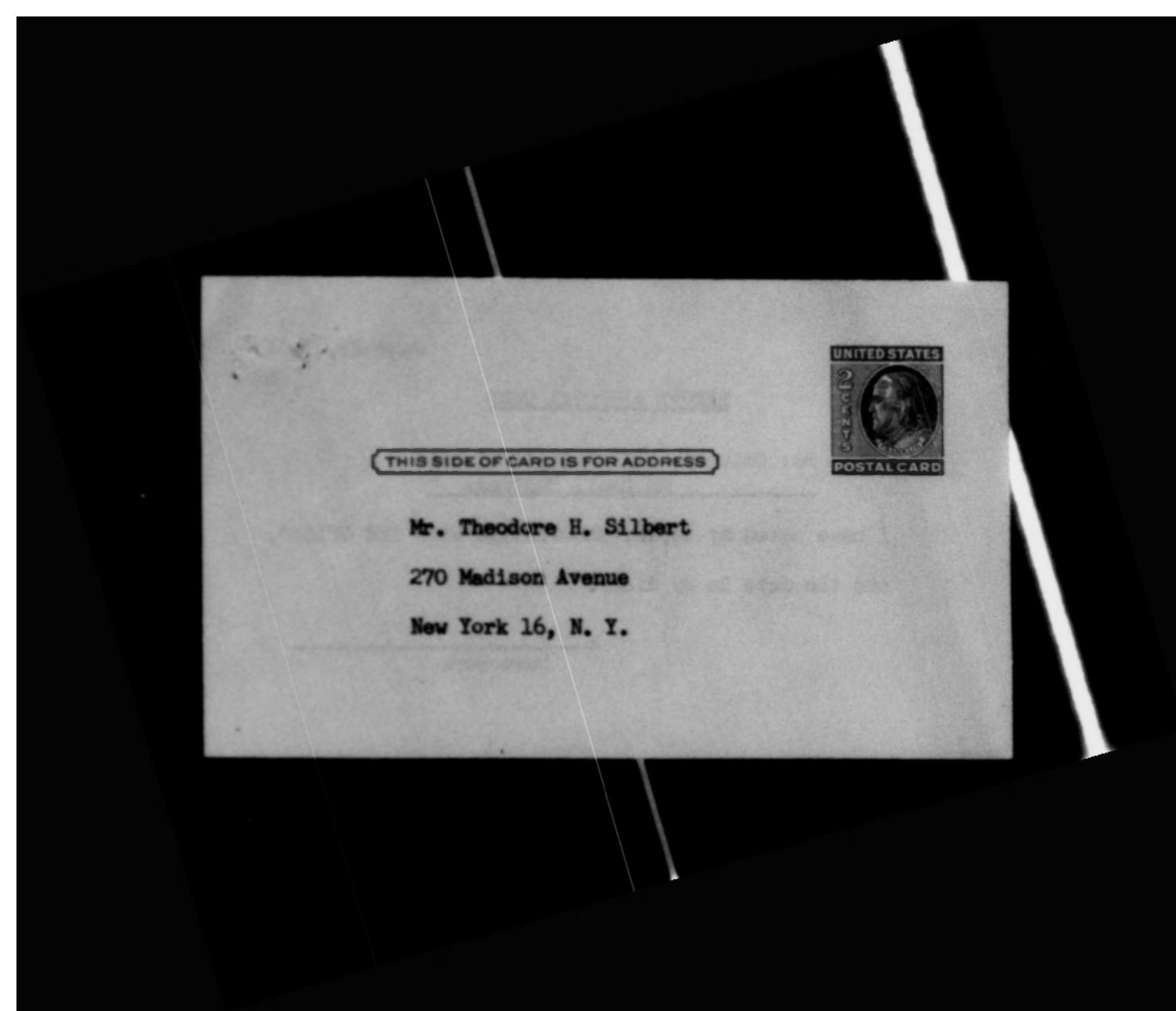
b. How Small Business Can Live With Unions..... Howard D. Samuel, Executive Director, The Sidney Hillman Foundation, New York.

c. NEGOTIATING WITH UNIONISATION..... THE UNION..... Dave Beck, General President, International Brotherhood of Teamsters, Chauffeurs, Warehouses & Helpers of America, Washington, D.C.

\*\*\*  
FOR ADDITIONAL INFORMATION  
Please Communicate With  
THEODORE H. SILBERT  
270 Madison Avenue  
New York City

6/21/54





June 23, 1954

RETURN APPROVAL CARD

Re: Columbia University Seminars  
on Small Business

I have noted my topic, "NEGOTIATING WITH THE UNION",  
and the date in my diary.

\_\_\_\_\_  
Dave Beck

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N.Y.

THEODORE H. SILBERT  
President



June 21, 1954

Mr. Dave Beck, President  
International Brotherhood of Teamsters  
100 Indiana Avenue, N. W.  
Washington, D. C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Beck:

It is our pleasure to send you the tentative program  
of our Seminars on Small Business.

We are honored to have you as one of our Panelists  
and should appreciate your kindness in reserving  
the date and noting the topic in your diary.

You may retain the preliminary program. As soon as  
the final printed bulletins are available through  
Columbia University, I will send you several copies.

Please be good enough to sign and return the enclosed  
self-addressed card.

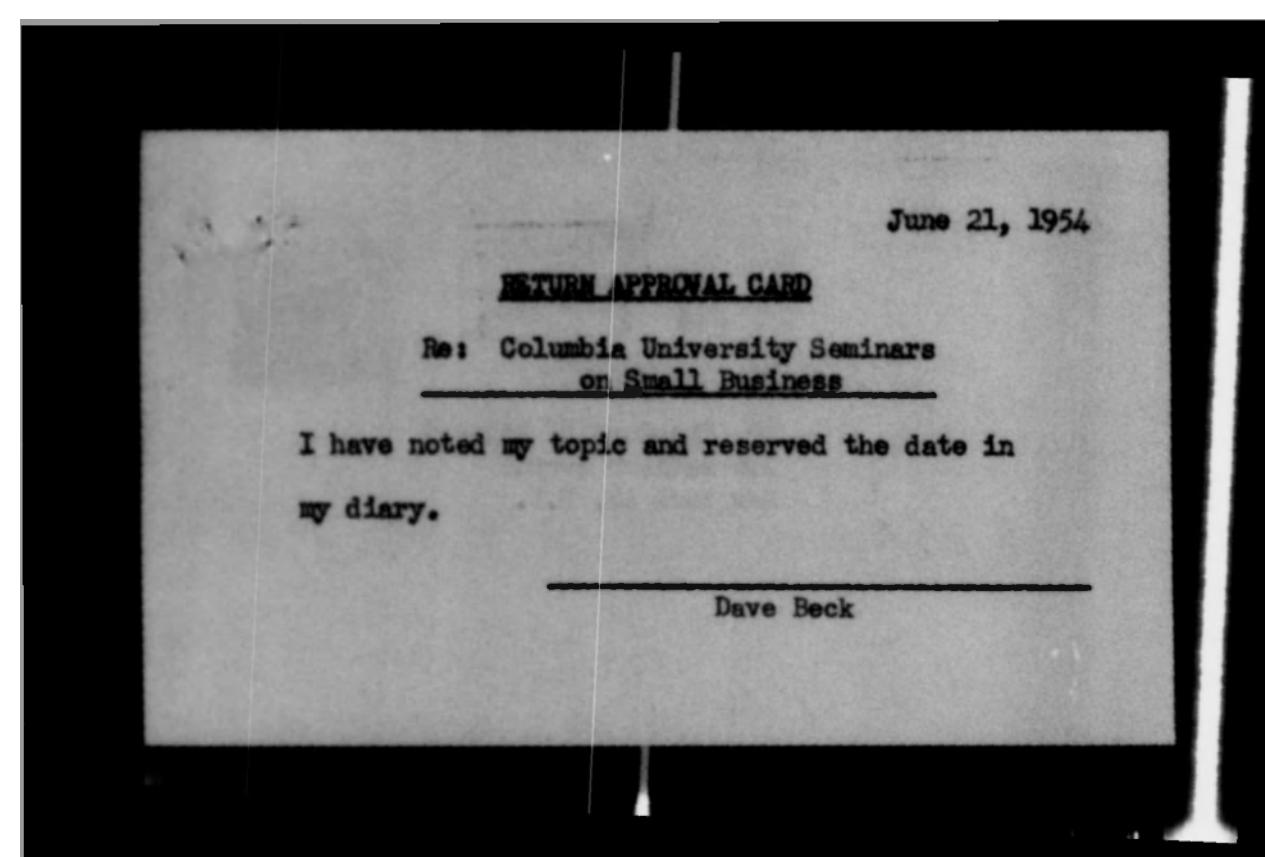
Several weeks prior to the commencement of the Seminars,  
the undersigned will take the liberty of either calling  
on you or communicating with you with respect to various  
details of the program.

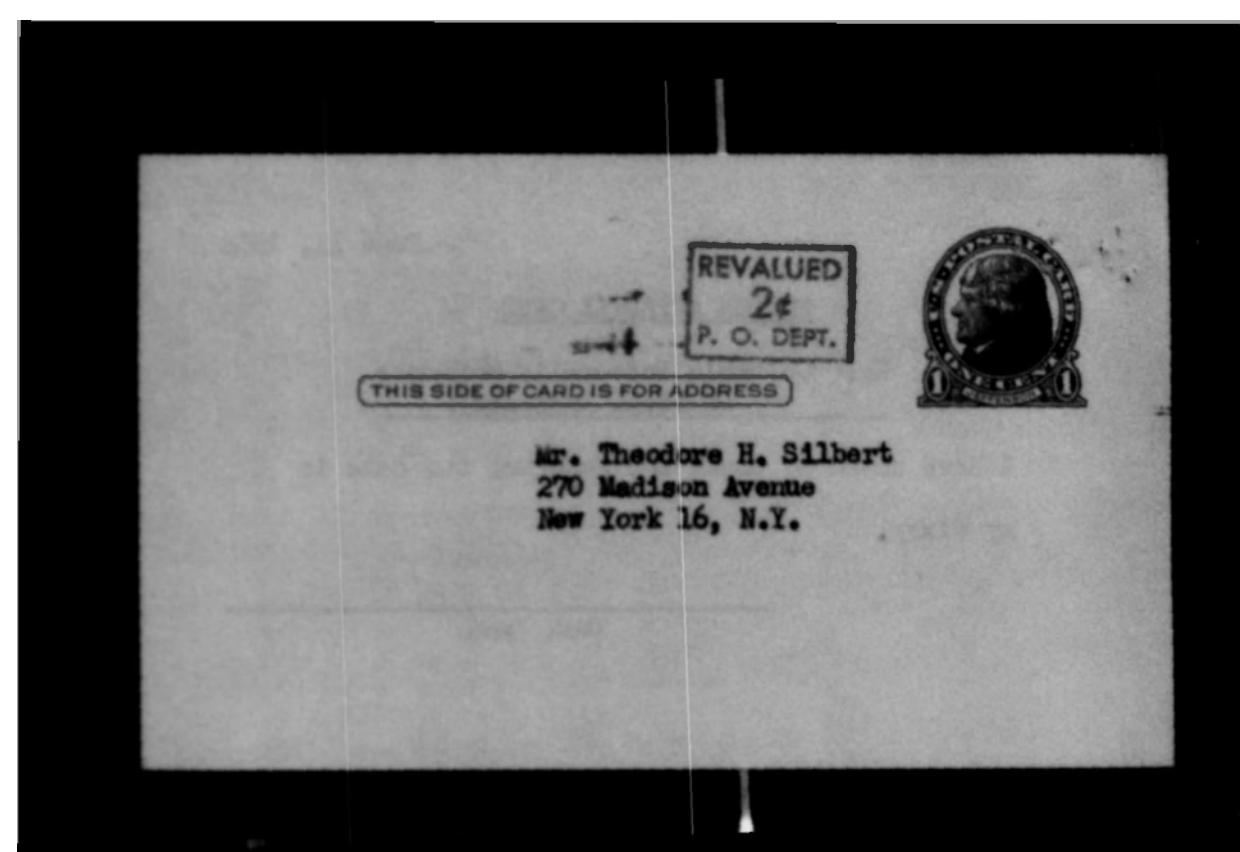
Should you wish to telephone me or write to me for any  
additional information, in advance of my communicating  
with you, please do not hesitate to do so.

Cordially,

Theodore H. Silbert

THS:EK  
ENC.





COLUMBIA UNIVERSITY  
in the City of New York  
(New York 27, N.Y.)  
THE INSTITUTE  
OF ARTS AND SCIENCES

SEMINARS ON SMALL BUSINESS

TUESDAY EVENINGS - 7 P.M. to 9 P.M.

OCTOBER 5th to NOVEMBER 30th, 1954

THEODORE H. SILBERT - COURSE COORDINATOR

October 5 - 1. THE OVER-ALL PROBLEMS OF EXPANSION

- a. What is Small Business? ..... Theodore H. Silbert, President, Standard Factors Corporation, New York, Chairman, Association of Commercial Discount Companies, Inc.
- b. How to Get the Best Out of Employees and Sales Forces ..... James F. Bender, President, National Institute for Human Relations, New York, Lecturer, Columbia University.
- c. Expanding in the Present Economy ..... Beadlesey Rusel, Consultant, Former Chairman of the Board, R. H. Macy & Co., Former Chairman of the Board, Federal Reserve Bank, New York.

October 12 - 2. EXPANDING SALES FOR THE SMALL BUSINESS

- a. How to Use Advertising ..... Henry Obermeyer, Vice President, Bassell & Jacobs, Advertising, New York.
- b. Expanding Retail Sales ..... Philip Harris, President, S. Klein, Inc., New York.

October 19 - 3. CUTTING OUT WASTE

- a. Successful Cost Control Techniques ..... W. R. Wright, Vice President, Stevenson, Jordan & Harrison, Inc., Management Engineers, New York.
- b. The Distribution Headache ..... Weston E. Turck, President, F. B. Turck & Co., Consulting Engineers, New York. Hall of Fame, Boston Conference on Distribution.

-2-

October 26 - 4. HOW TO RAISE MORE WORKING CAPITAL

- a. What Your Banker Can and Cannot Do For You..... William F. Kelly, Executive Vice President, The Pennsylvania Company for Banking and Trusts, Philadelphia, Pennsylvania.
- b. Instalment Financing As A Means of Raising More Capital..... J. Andrew Painter, Vice President, The National City Bank, New York.
- c. Consumer Credit and Charge Accounts as the Basis for More Capital ..... William J. Cheyney, Executive Vice President, National Foundation for Consumer Credit, Inc., Washington, D.C.

November 2 - 5. IS FAIR TRADE A HINDRANCE OR HELP IN EXPANDING SMALL BUSINESS?

- a. Avoid Fair Trade and Prosper..... John Schwagmann, Jr., President, Schwagmann Bros., New Orleans, La.
- b. Fair Trade is the Salvation of Small Business..... J. W. Cervenka, Territorial Manager, Sunbeam Corp., Chicago, Illinois.

November 9 - 6. THE POLICIES NECESSARY FOR EXPANSION

- a. Business Planning in Changing Times..... Howard S. Cullman, Chairman, The Port of New York Authority. Vice President, Cullman Bros., New York. Director, Bankers Trust Co.
- b. Fundamental Accounting and Financial Policies..... Max Block, Partner, Anchin, Block & Anchin, Certified Public Accountants, New York.

November 16 - 7. HOW TO MINIMIZE TAXES -- LEGALLY

- a. Tax Problems of Growing Businesses..... A. Frederick Oseen, Special Advisor, Office of District Director, Upper Manhattan, Internal Revenue Service, U. S. Treasury Department, New York.

-3-

b. The Revised Internal Revenue Code and Its Effect on Small Business..... J. S. Seidman, Partner, Seidman and Seidman, Certified Public Accountants, New York. President, New York Society of Certified Public Accountants. Chairman, Committee on Federal Taxation, American Institute of Accountants.

November 23 - 8. THE EFFECT OF GOVERNMENT POLICIES ON EXPANDING SMALL BUSINESS

a. Small Business and the Federal Government..... Wendell B. Barnes, Administrator, Small Business Administration, Washington, D.C.

b. What the Small Businessman Can Do For Himself..... Henry E. Hansen, Vice President, Policy Committee Division, National Association of Manufacturers, New York.

November 30 - 9. LABOR PROBLEMS OF THE EXPANDING BUSINESS

a. What You Can and Cannot Do Under the Labor Laws..... Theodore W. Kheel, Attorney, Battle, Fowler, Neamen, Stokes and Kheel, New York. Impartial Chairman, Private Transport Industry of New York. Former Director, Division of Labor Relations, New York City.

b. How Small Business Can Live With Unions..... Howard D. Samuel, Executive Director, The Sidney Hillman Foundation, New York.

c. The Importance of Unionization..... Dave Beck, General President, International Brotherhood of Teamsters, Chauffeurs, Warehousemen & Helpers of America, Washington, D.C.

\*\*\*

FOR ADDITIONAL INFORMATION  
Please Communicate With  
THEODORE H. SILBERT  
270 Madison Avenue  
New York City

\*\*\*

6/21/54

MURRAY MH 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N. Y.

THEODORE H. SILBERT  
President



June 9, 1954

Mr. Dave Beck, General President  
International Brotherhood of  
Teamsters, Chauffeurs  
Warehousemen & Helpers of America  
100 Indiana Avenue, N. W.  
Washington 1, D. C.

Re: Columbia University Small Business Seminars

Dear Mr. Beck:

I thank you for your letter of June 7th with your tentative acceptance of my invitation to address the Columbia Seminar. Would you be good enough to have your secretary send me a one paragraph biographical sketch for the Columbia University announcement.

The date on which you would speak would be Tuesday, the 30th of November.

I am most anxious to have you personally with us because Mr. Iaberaan of Chicago has spoken to us so highly of your ability to communicate to businessmen, and I understand that it was Mr. Shefferman's enthusiasm which fired Mr. Imberman.

I would like to count on you personally for the November 30th date, and hope you can confirm this to me with an early reply. Please don't hesitate to telephone me collect upon receipt of this letter. While we have considerable time to contact you early in the fall for details, we should like to have word of your definite acceptance in order to arrange the Seminar program which Columbia University requires forthwith.

With many thanks for your kindness, and with best wishes,

Sincerely,

Theodore H. Silbert

TBS:cm

status - same as letter of 1<sup>st</sup>

June 7, 1954

Mr. Theodore H. Sibert, President  
Standard Factors Corporation  
270 Madison Avenue  
New York 16, New York

Dear Mr. Sibert: Columbia University Seminars  
on Small Business

This will acknowledge receipt of your letter of May 21  
regarding the possibility of my appearing at one of your  
seminars this fall. Although it appears now that I would  
certainly be able to participate on one of the several Tuesday  
evenings you have set forth, I am hesitant to make a definite  
commitment, since it is impossible to accurately foresee my  
schedule so far in advance.

I will, however, commit this organization to representation  
either by my personal appearance or through delegating  
David Kaplan, our Chief Economist. Undoubtedly, you are  
familiar with the fine background and experience of Mr. Kaplan  
and the fact that he represents this International Union on many  
such occasions. If this arrangement should meet with your  
approval, we can proceed to select one of the dates. I will  
await your reply.

Yours very truly,

DB:aw

FROM THE OFFICE OF  
DAVE BECK, GENERAL PRESIDENT  
INTERNATIONAL BROTHERHOOD OF TEAMSTERS

MURRAY HILL 9-4488

STANDARD FACTORS CORPORATION

270 MADISON AVENUE • NEW YORK 16, N.Y.

THEODORE H. SILBERT  
President



May 21, 1954

Mr. David Back, President  
International Brotherhood of Teamsters  
100 Indiana Avenue, N.W.  
Washington, D. C.

Re: Columbia University Seminars  
on Small Business

Dear Mr. Back:

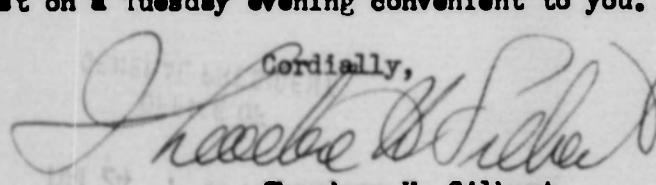
Columbia University has asked me to serve as Moderator and Course Coordinator for a series of eight seminars to be given on successive Tuesday evenings, starting October 5, 1954 and ending November 23, 1954, from 7:30 to 9:30. The general topic of these eight seminars is: "Current Problems of Smaller Business".

At each seminar there will be two members of the panel; ample time will be allowed for questions and discussion.

Through these seminars we hope to bring to the small business executives the wisdom, experience and advice of various experts and specialists in their respective fields. We should like to extend an invitation to you, as a leader in your field, to address one of our sessions on the subject of "Labor Negotiations With Unions With Relation To Small Businessmen". We are confident that you can make a definite constructive contribution which will be an inspiration to the participants in our seminars.

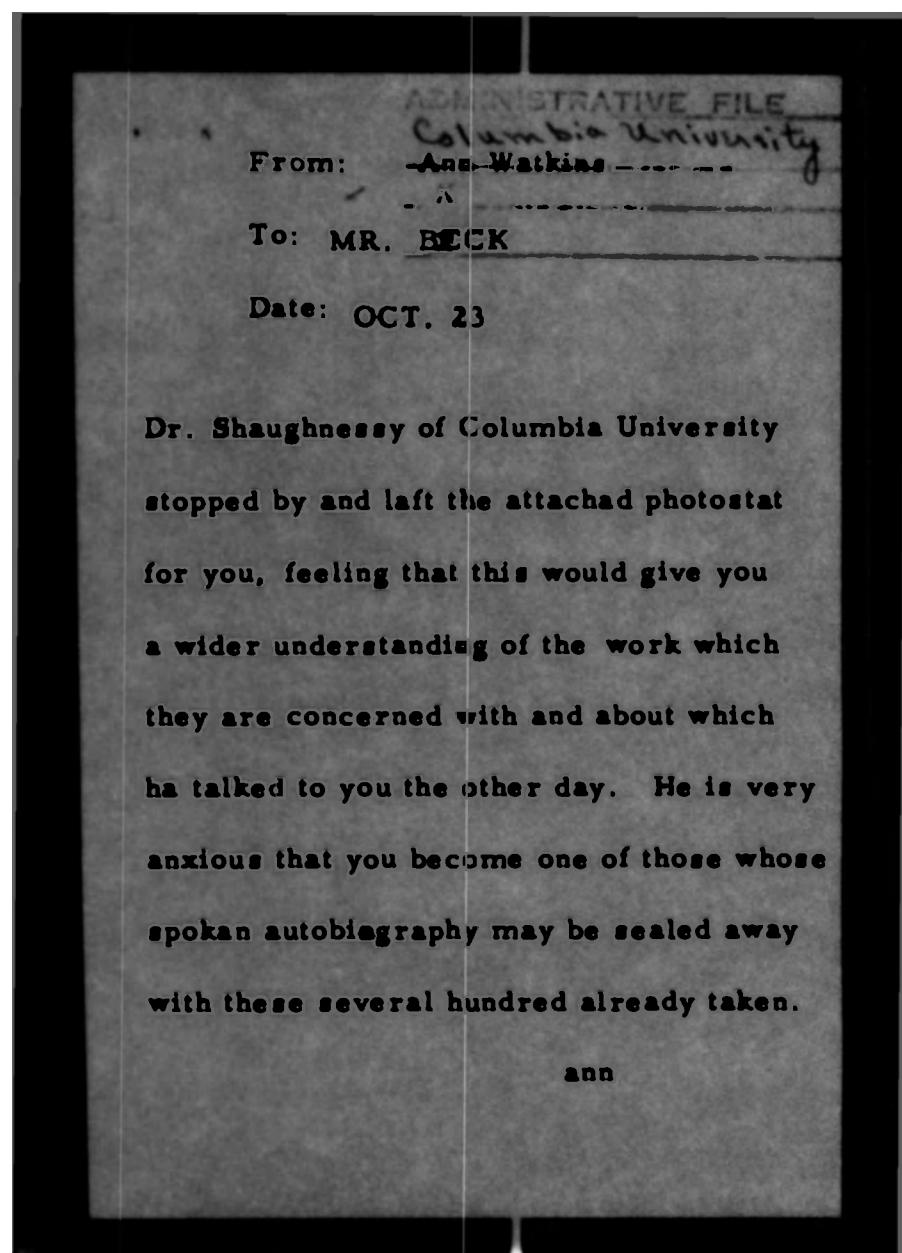
While this series does not begin until next fall, plans for it must be definitely completed this spring. I hope therefore to receive an affirmative reply from you that you will join us as a panelist on a Tuesday evening convenient to you.

Cordially,

  
Theodore H. Silbert

TRS:EK

SEARCHED  
INDEXED  
FILED



# Building Stockpile of History

Story of Our Times, From Viewpoint of Participants, Being Gathered at Columbia U.

By Virginia Irwin

A Staff Correspondent of the Post-Dispatch

NEW YORK, March 24

ON the past seven years a handful of scholars at Columbia University have been busy on a little-publicized project. They are mining "historical gold" and depositing it in a "deep freeze." Working with modern electronic recording equipment, they are amassing for future scholars, for the historians of tomorrow, the life story of our times.

Under the direction of Professor Allan Nevins, twice winner of the Pulitzer Prize for biography, this operation has already produced tape-recorded memoirs of some 400 of today's outstanding national and international leaders. Transcribed, the recorded interviews total more than 80,000 pages and more than 250,000,000 words.

Some of the material in this vast cache of memoirs is controversial; some downright explosive. But all of it is invaluable as raw source materials to be drawn upon when the formal history of our era is written.

Obtained by assuring persons willing to talk into the tape recorder that whatever they say will be sealed away for as many years as they may specify, some of the tape-recorded memoirs are amazing in their candid detail. In at least one instance the material will remain sealed until after the turn of the next century.

Called the Oral History Project, the undertaking provides prominent figures of our time with the perfect opportunity to give in their own words accounts of their own lives and their roles as the makers of modern history. Among the 400 history makers so far interviewed there have been men in many walks of life—politicians, publishers, bankers, big business men, doctors, statesmen, philosophers, sociologists and scientists.

DUKE to modesty, inertia or pressure of business, many of the notables interviewed would never have reached the point of putting their record of their lives and work down in paper. But at the genesis insistence of the staff of the Oral History Project the vital stories of their influence on our times are now safely sealed away in cold storage, "buses from the sensationalism of the present, someday to be thawed in the future light of scholarly research."

The Oral History Project came into being late in 1944 when Prof. Nevins decided that a remedy had to be found for the peculiar crisis historians were facing. With each year, less and less day-to-day historical reference material was being preserved. For hundreds of years history had been written from documents, diaries, letters, notes and voluminous records faithfully kept. But with the coming of the airplane, the telephone and the practice of face-to-face conferences, the old sources have been vanishing to work with except boiled-down records of a particular conference or cryptic notes kept of some telephone conversation.

Nevins decided that today's history should be caught from the people involved before they "wrote their memories into death's deathless night." From the start, the scheme worked with surprising ease. Experience soon demonstrated that the average public figure could dig from his memory sufficient detail to fill an average of 200 pages when the tapes had been transcribed.

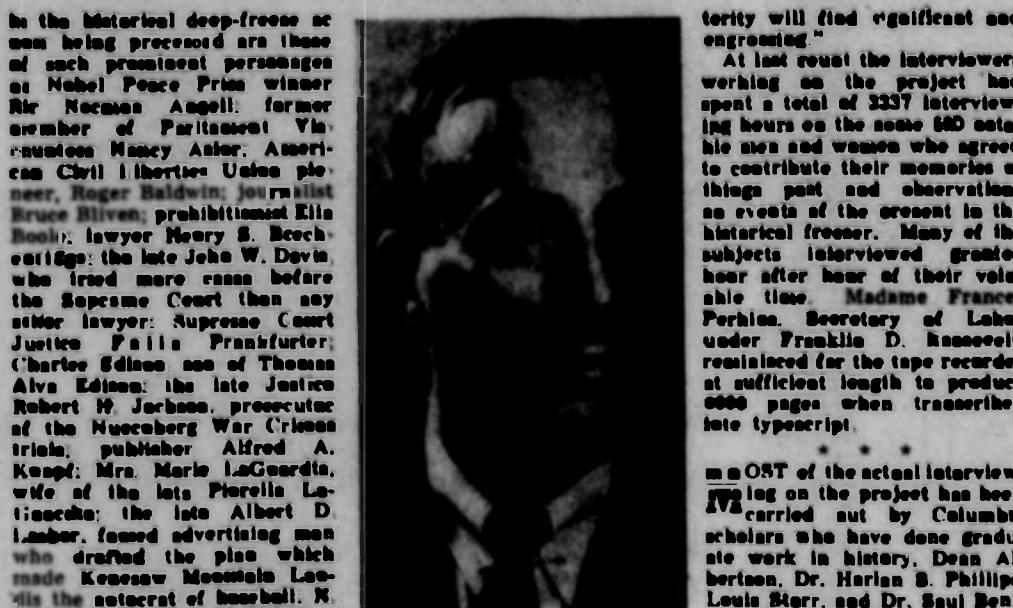
Among the memoirs already



PROFESSOR ALLAN NEVINS OF COLUMBIA UNIVERSITY, LEFT, HEAD OF THE ORAL HISTORY PROJECT, CHATS WITH SENATOR ROBERT M. LA FOLLETTE OF NEW YORK PRIOR TO LA FOLLETTE TALKING INTO A RECORDER FOR POSTSCRIPT.



TWO TRAINED TRANSCRIBERS PUTTING DOWN ON PAPER THE SPOKEN WORDS OF PERSONS WHO HAVE BEEN INTERVIEWED.



PROFESSOR NEVINS . . . THE OPERATION HE HEADS HAS ALREADY PRODUCED TAPE-RECORDED MEMOIRS OF SOME 400 OF TODAY'S NATIONAL AND INTERNATIONAL LEADERS.

not be undertaken by other universities throughout the country.

DOUBLE-LOCKED is a remote room of the University library, where lies in the treasure trove of history can now be consulted by accredited scholars. But to about 80 per cent of the cases, such as that of the late international lawyer, Frederick R. Conder Jr., who specified that the transcription of his tape recording be sealed until the year 2000, the material will not be available to historians for some years to come.

At Columbia, trained scholars working on the continuing Oral History Project see no reason why similar projects can

script" is retained. Trained transcribers analyze this flavor to the manuscript by the use of punctuation and underlining for an special emphasis given words and sentences by the speaker. As soon as the script is returned to the Oral History Research Office, processing of the script is completed. Perfectly typed on the most lasting bond paper, it is filed, bound and sealed and placed in the Special Collections Department of the university library. The manuscript will not be opened for use until the date specified by the interviewee, and then only to serious and accredited research scholars.

No complete tapes are kept, but in the case of important individuals, an hour of tape is retained so that their voices can be heard by future generations. In the cases of individuals of lesser importance, only a 15- to 20-minute portion of the tape is saved.

So far about 85 per cent of the notables approached have consented to participate in the project. Interviewers believe that most Americans leaders have an awareness of their participation in historical events and that while they appreciate that a request from Columbia to tell their stories for posterity amounts to a pleasant memory of the era, it is primarily their sense of history which leads them to do it. However, some public figures have flatly refused to be interviewed. One politician stated that his period of public life was so painful he never wanted to think of it again. Another wrote that he went into public service "only to get Roosevelt out of the White House, and to end deficit government financing" and had nothing else to say.

Speaking of the project's value for future historians, Nevins said: "Too scrupulous of what is commonplace today, we forget that in half a century it will begin to seem romantic and that in a century much of it will obviously possess transcendent social significance. And we are often misled by a plain, honest, even vulgar exterior into overlooking rich issues of life that lurk just under the surface.

"At Columbia University we are making a prolonged, carefully planned effort to expose and quarry some of the veins of historical material that branch all about us. We have reacted from oblivion magazine editor, Boston J. Headrich's account of how he, Ida Tarbell, Lincoln Steffens, and others made McClure's Magazine great in muckraking days. We have served the late Dr. Joseph Collins's narrative of how he treated Henry James and other distinguished men for mental ailments, and how he founded the Neurological Institute. It is obvious that the memoirs of Norman Thomas, for example, or Judge Learned Hand, or Walter Lippmann must have enduring social value. But it is extraordinary how frequently a person of outwardly ordinary antecedents and appearances, who might seem to have lived an uneventful life, has a record of striking originality and value to relate."

Most of the actual interviewing on the project has been carried out by Columbia scholars who have done graduate work in history, Dean Abbott, Dr. Hart, Dr. Pauline Lewis Starr, and Dr. Sam Bensinger. The interviewers make a thorough study of their subject and his period before the first interview session is set. The subject, too, is asked to spend some time culling his memory and digging up old letters, records and diaries. He has them, for microfilming and later filing along with the transcription of the subject's tape-recorded memoirs. So far thousands of pieces of materials have either been given to the project or loaned for microfilming. Langdon F. Marvin, 1944-1945 interim editor of Franklin D. Roosevelt's 4000 pieces, containing letters from Roosevelt and Oliver Wendell Holmes, Elihu Root and others.

Once the series of interviews is over and the interviewee has to the satisfaction of interviewer, described in detail every major thing he has done, his motives, estimates and evaluations over a busy lifetime, the tapes are transcribed and the script is sent to the interviewee. He checks it for accuracy but the flavor of a "spoken man-

script" is retained. Trained transcribers analyze this flavor to the manuscript by the use of punctuation and underlining for an special emphasis given words and sentences by the speaker. As soon as the script is returned to the Oral History Research Office, processing of the script is completed. Perfectly typed on the most lasting bond paper, it is filed, bound and sealed and placed in the Special Collections Department of the university library. The manuscript will not be opened for use until the date specified by the interviewee, and then only to serious and accredited research scholars.

So far about 85 per cent of the notables approached have consented to participate in the project. Interviewers believe that most Americans leaders have an awareness of their participation in historical events and that while they appreciate that a request from Columbia to tell their stories for posterity amounts to a pleasant memory of the era, it is primarily their sense of history which leads them to do it. However, some public figures have flatly refused to be interviewed. One politician stated that his period of public life was so painful he never wanted to think of it again. Another wrote that he went into public service "only to get Roosevelt out of the White House, and to end deficit government financing" and had nothing else to say.

Speaking of the project's value for future historians, Nevins said: "Too scrupulous of what is commonplace today, we forget that in half a century it will begin to seem romantic and that in a century much of it will obviously possess transcendent social significance. And we are often misled by a plain, honest, even vulgar exterior into overlooking rich issues of life that lurk just under the surface.

"At Columbia University we are making a prolonged, carefully planned effort to expose and quarry some of the veins of historical material that branch all about us. We have reacted from oblivion magazine editor, Boston J. Headrich's account of how he, Ida Tarbell, Lincoln Steffens, and others made McClure's Magazine great in muckraking days. We have served the late Dr. Joseph Collins's narrative of how he treated Henry James and other distinguished men for mental ailments, and how he founded the Neurological Institute. It is obvious that the memoirs of Norman Thomas, for example, or Judge Learned Hand, or Walter Lippmann must have enduring social value. But it is extraordinary how frequently a person of outwardly ordinary antecedents and appearances, who might seem to have lived an uneventful life, has a record of striking originality and value to relate."

Most of the actual interviewing on the project has been carried out by Columbia scholars who have done graduate work in history, Dean Abbott, Dr. Hart, Dr. Pauline Lewis Starr, and Dr. Sam Bensinger. The interviewers make a thorough study of their subject and his period before the first interview session is set. The subject, too, is asked to spend some time culling his memory and digging up old letters, records and diaries. He has them, for microfilming and later filing along with the transcription of the subject's tape-recorded memoirs. So far thousands of pieces of materials have either been given to the project or loaned for microfilming. Langdon F. Marvin, 1944-1945 interim editor of Franklin D. Roosevelt's 4000 pieces, containing letters from Roosevelt and Oliver Wendell Holmes, Elihu Root and others.

Once the series of interviews is over and the interviewee has to the satisfaction of interviewer, described in detail every major thing he has done, his motives, estimates and evaluations over a busy lifetime, the tapes are transcribed and the script is sent to the interviewee. He checks it for accuracy but the flavor of a "spoken man-